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Financing of the United Nations Mission in the Central African Republic and Chad

Budget for the United Nations Mission in the Central African Republic and Chad for the period from 1 July 2008 to 30 June 2009

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Mission in the Central African Republic and Chad (MINURCAT) for the period from 1 July 2008 to 30 June 2009, which amounts to $307,835,700.

The budget provides for the deployment of 50 military liaison officers, 300 United Nations police officers, 512 international staff, inclusive of one international staff position funded from general temporary assistance and one post (Chief Security Adviser, funded through cost-sharing arrangements with the United Nations country team), 573 national staff, inclusive of one national staff position funded from general temporary assistance, 117 United Nations Volunteers and 25 Government-provided personnel.

The total resource requirements for MINURCAT for the financial period have been linked to the Mission's objective through a number of results-based-budgeting frameworks, organized according to the components (security and protection of civilians, human rights and the rule of law, and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Apportionment[a] (2007/08)*	*Cost estimates[a] (2008/09)*	*Variance*	
			Amount	*Percentage*
Military and police personnel	6 930.9	13 527.6	6 596.7	95.2
Civilian personnel	28 011.5	64 108.0	36 096.5	128.9
Operational costs	147 501.6	230 200.1	82 698.5	56.1
Gross requirements	**182 444.0**	**307 835.7**	**125 391.7**	**68.7**
Staff assessment income	2 537.0	6 155.8	3 618.8	142.6
Net requirements	**179 907.0**	**301 679.9**	**121 772.9**	**67.7**
Voluntary contributions in kind (budgeted)	—	—	—	—
Total requirements	**182 444.0**	**307 835.7**	**125 391.7**	**68.7**

[a] Reflects the realignment of the cost of general temporary assistance positions from operational to civilian personnel costs.

Human resources[a]

	Military observers	*United Nations police*	*International staff*	*National staff*[b]	*Temporary position*[c]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management								
Approved 2007/08	—	—	40	19	1	—	—	**60**
Proposed 2008/09	—	—	39	21	—	1	—	**61**
Components								
Security and protection of civilians								
Approved 2007/08	50	300	32	134	—	3	—	**519**
Proposed 2008/09	50	300	32	118	—	3	—	**503**
Human rights and the rule of law								
Approved 2007/08	—	—	39	16	—	9	25	**89**
Proposed 2008/09	—	—	39	22	—	9	25	**95**
Support[d]								
Approved 2007/08	—	—	418	419	14	132	—	**983**
Proposed 2008/09	—	—	401	411	2	104	—	**918**
Total								
Approved 2007/08	50	300	529	588	15	144	25	**1 651**
Proposed 2008/09	50	300	511	572	2	117	25	**1 577**
Net change	—	—	**(18)**	**(16)**	**(13)**	**(27)**	—	**(74)**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Officers and national General Service staff.
[c] Funded under general temporary assistance.
[d] Includes one post (1 P-5, Chief Security Adviser) funded through the United Nations country team cost-sharing arrangements.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

1. In paragraph 1 of its resolution 1778 (2007) and, in accordance with paragraphs 2 to 6 of the same resolution and in consultation with the authorities of Chad and the Central African Republic, the Security Council approved the establishment in Chad and the Central African Republic of a multidimensional presence intended to help create the security conditions conducive to a voluntary, secure and sustainable return of refugees and displaced persons, including by contributing to the protection of refugees, displaced persons and civilians in danger; by facilitating the provision of humanitarian assistance in eastern Chad and the north-eastern Central African Republic; and by creating favourable conditions for the reconstruction and economic and social development of those areas.

2. In paragraph 2 of its resolution 1778 (2007), the Council decided that the multidimensional presence should include, for a period of one year, a United Nations Mission in the Central African Republic and Chad (MINURCAT), with the mandate in eastern Chad and in north-eastern Central African Republic.

3. Acting under Chapter VII of the Charter of the United Nations, the Council, in paragraph 6 of its resolution 1778 (2007), authorized the European Union to contribute to protecting civilians in danger, in particular refugees and internally displaced persons; to facilitate the delivery of humanitarian aid and the free movement of humanitarian personnel by helping to improve security in the area of operations; and to contribute towards protecting United Nations personnel, facilities, installations and equipment and towards ensuring the security and freedom of movement of its staff and United Nations and associated personnel.

4. The Mission is mandated to help the Council achieve an overall objective, namely, to help create the security conditions conducive to a voluntary, secure and sustainable return of refugees and internally displaced persons.

5. Within this overall objective, MINURCAT will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, set out in the results-based frameworks below. The frameworks are organized according to the components (security and protection of civilians; human rights and the rule of law, and support), which are derived from the mandate of the Mission.

6. The expected accomplishments guide the fulfilment of the Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MINURCAT, in terms of the number of personnel, have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared to the 2007/08 budget, including reclassifications, have been explained under the respective components.

7. Pursuant to its mandate, the Mission will, during the budget period, enhance the capabilities of the Chadian police by assisting the national authorities in establishing the Détachement intégré de sécurité (DIS) (formerly, Police tchadienne pour la protection humanitaire, PTPH), through training, monitoring, advising and supporting the national police, in order to maintain law and order in refugee camps, sites with concentrations of internally displaced persons and key towns in

neighbouring areas and to facilitate the provision of humanitarian assistance in eastern Chad. In the Central African Republic, MINURCAT will assist local authorities in strengthening the law and order capacity in the affected areas of the north-eastern region of the country. In Chad and in the Central African Republic, security will be provided by the European Union-led military force in the Central African Republic and Chad (EUFOR), which will deploy for a one-year period in eastern Chad and in north-eastern Central African Republic. A joint European Union/United Nations needs assessment regarding arrangements for a follow-up to EUFOR, including a possible United Nations operation, will be undertaken in September 2008, six months after authorization of the EUFOR initial operational capability, on 15 March 2008. The outcome of the assessment will be considered in determining whether any adjustments to the MINURCAT mandate will need to be submitted to the Council during the budget period.

8. The Mission will also liaise with all partners to ensure a coherent approach aimed at contributing to the voluntary and safe return of refugees and internally displaced persons. In this connection, the Mission will assist the national authorities in strengthening the formal justice and prison systems and in ending impunity in eastern Chad, as well as in ensuring that human rights considerations are reflected in the training and mentoring of the Chadian police officers constituting DIS. In the Central African Republic, MINURCAT will also assist local authorities in strengthening law and order capacities in the affected areas of the north-eastern region of the country.

9. The proposed budget for MINURCAT for the period from 1 July 2008 to 30 June 2009 amounts to $307,835,700 gross ($301,679,900 net). It provides for 50 military liaison officers, 300 United Nations police officers, a civilian staffing establishment of 1,227 personnel (512 international staff, 573 national staff, including 21 National Officers, 117 United Nations Volunteers, and 25 government-provided personnel).

10. Compared to the appropriation approved by the General Assembly for the deployment and maintenance of the Mission for the 2007/08 period in the amount of $182,444,000 gross, the proposed 2008/09 budget of $307,835,700 gross represents an increase of $125,391,700 gross (68.7 per cent). The increased requirements reflected in the budget for 2008/09 are attributable to resource provisions made for the full 12-month period, including the projected full deployment of the authorized strength of military liaison officers, United Nations police officers and civilian staff, with the application of delayed deployment and recruitment factors, as well as higher requirements with respect to the facilities and infrastructure class of expenditure related to the construction and maintenance of office space in N'Djamena and office and accommodation facilities in six United Nations camps, six police stations and 12 police posts in eastern Chad, to be provided through turn-key arrangements; and air transportation, in view of the full deployment of a total of 12 aircraft (6 fixed-wing passenger aircraft and 6 medium helicopters). The increased requirements have been offset in part by reducing provisions, reflected in the 2007/08 budget, for the acquisition of vehicles and communications and public information equipment resources.

11. Notwithstanding the continuing deployment of MINURCAT, the Mission's proposed staffing establishment reflects proposals aimed at strengthening the Mission's capacity in the implementation of its mandate, in particular under the

human rights and law component, through the increased use of National Officers, as justified in paragraphs 31 to 34 below.

12. With regard to the support component, the proposed reduced staffing requirements are primarily attributable to the planned outsourcing of most engineering, construction, renovation and maintenance services through contractual turn-key arrangements, as well as the provision by EUFOR, in areas where MINURCAT is collocated with EUFOR, of airfield design and airport fire-fighting services, resulting in the commensurate decrease of the proposed support staffing establishment of the Mission. Accordingly, the 2008/09 budget reflects the proposed abolition of a total of 71 posts and positions (15 Field Service staff, 13 national General Service staff, 28 United Nations Volunteers in the Engineering Section and 15 posts (2 Field Service staff and 13 national General Service staff) in the Aviation Section).

13. Upon review of the functional responsibilities of the approved Human Resources, Administrative, Supply, Property Control and Inventory, Receiving and Inspection, Transport, Movement Control and Information Management Officer posts at the P-3 level, as well as of the Associate Material and Asset Officer post at the P-2 level, it is proposed that the Professional category posts be abolished and that Field Service posts be established instead, as shown under the support component. The specific skills of Field Service staff include detailed knowledge of the practical application of rules and procedures and the hands-on experience of applying them, in particular in the extremely difficult mission start-up phase, and the practical experience of working with military and logistical services providers in a challenging security situation. The Field Service staff, with the proven capabilities and experience, will support the establishment in the Mission of standard operating procedures related to his/her area of expertise.

14. The Mission is headed by the Special Representative of the Secretary-General, at the Under-Secretary-General level, assisted by a Deputy Special Representative of the Secretary-General, at the Assistant Secretary-General level, a Chief of Staff at the D-1 level, a Police Commissioner at the D-2 level and a Chief Military Liaison Officer at the P-5 level.

15. The Special Representative of the Secretary-General, the Police Commissioner, the Chief Military Liaison Officer and the Chief of Staff are based at Mission headquarters in N'Djamena, while the Deputy Special Representative of the Secretary-General has established an office at the forward headquarters in Abéché, where the majority of the Mission's substantive and support staff will be located.

16. The Mission field offices in Iriba, Farchana, Goz Beïda (Chad) and Birao (Central African Republic) and a liaison office in Bangui will enjoy a high degree of devolved day-to-day management responsibilities within the delegation of authority to be granted to the heads of field offices accordingly. The field offices in Chad will comprise a small number of staff consisting of Civil Affairs, Human Rights, Humanitarian Affairs, Judicial Affairs and Corrections Officers and United Nations police officers, as well as support staff. The Bangui liaison office will consist of a small number of United Nations police officers, a Liaison Officer, a Judicial Affairs Officer and Radio Producers. The field office in Birao will include a Human Rights Officer, a Humanitarian Liaison Officer and a small United Nations police presence. The Mission's two satellite offices in Douala, Cameroon, and Benghazi, Libyan

Arab Jamahiriya, where shipments of goods purchased by the Mission arrive, will comprise movement control personnel.

Executive direction and management

17. Overall mission direction and management will be provided by the immediate Office of the Special Representative of the Secretary-General, who will be assisted by a Deputy Special Representative based in Abéché. The Deputy Special Representative of the Secretary-General, the Chief of Staff, the Chief of Mission Support, the Chief Military Liaison Officer, the Police Commissioner, the Senior Legal Adviser, the Chief Security Adviser and the Senior Conduct and Discipline Adviser will report directly to the Special Representative of the Secretary-General. The heads of the Joint Mission Analysis Centre, Joint Operations Centre, Gender and HIV/AIDS Units will report to the Special Representative of the Secretary-General through the Chief of Staff, while the Liaison Officer deployed in the liaison office in Bangui will report to the Special Representative of the Secretary-General through the Police Commissioner.

18. The heads of the field offices will report to the Deputy Special Representative of the Secretary-General through the Chief of the Civil and Political Affairs Office who will act as the Field Coordinator. The Deputy Special Representative of the Secretary-General will be responsible for the implementation of Mission activities in the areas of civil affairs, humanitarian assistance, human rights, the judicial and corrections advisory systems, and public information, with the majority of staff in the respective sections and offices based at the forward headquarters in Abéché and in the field offices.

Table 1
Human resources: executive direction and management

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	1	1	2	2	2	**8**	4	—	**12**
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2007/08	**1**	**1**	**2**	**2**	**2**	**8**	**4**	—	**12**
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	1	1	3	2	2	**9**	4	1	**14**
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2008/09	**1**	**1**	**3**	**2**	**2**	**9**	**4**	**1**	**14**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-1	Field Service	Subtotal			
Net change									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	1	2
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	1	—	—	1	—	1	2
Approved temporary positions[b] 2007/08									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	—	1
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total approved temporary positions[b] 2007/08	—	—	1	—	—	1	—	—	1
Proposed temporary positions[b] 2008/09									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total proposed temporary positions[b] 2008/09	—	—	—	—	—	—	—	—	—
Net change									
Mission headquarters (N'Djamena)	—	—	(1)	—	—	(1)	—	—	(1)
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	(1)	—	—	(1)	—	—	(1)
Subtotal									
Approved 2007/08									
Mission headquarters (N'Djamena)	1	1	3	2	2	9	4	—	13
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total approved 2007/08	1	1	3	2	2	9	4	—	13
Proposed 2008/09									
Mission headquarters (N'Djamena)	1	1	3	2	2	9	4	1	14
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2008/09	1	1	3	2	2	9	4	1	14
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	1	1
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-1	Field Service	Subtotal			
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	1	1
Office of the Deputy Special Representative of the Secretary-General									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	1	—	1	1	2	5	2	—	7
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2007/08	1	—	1	1	2	5	2	—	7
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	1	—	1	1	2	5	2	—	7
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2008/09	1	—	1	1	2	5	2	—	7
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	—	—
Office of Legal Affairs									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	1	1	1	3	1	—	4
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2007/08	—	—	1	1	1	3	1	—	4
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	1	1	3	1	—	4
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2008/09	—	—	1	1	1	3	1	—	4
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-1	Field Service	Subtotal			
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	—	—
Joint Mission Analysis Centre									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	3	2	2	7	2	—	9
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2007/08	—	—	3	2	2	7	2	—	9
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	3	2	2	7	2	—	9
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2008/09	—	—	3	2	2	7	2	—	9
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	—	—
Joint Operations Centre									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	2	2	—	4	1	—	5
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2007/08	—	—	2	2	—	4	1	—	5
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	2	2	—	4	1	—	5
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2008/09	—	—	2	2	—	4	1	—	5
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—

Civilian staff	International staff						National staff	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-1	Field Service	Subtotal			
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	—	—
Resident Internal Oversight Office									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	1	1	1	3	—	—	3
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2007/08	—	—	1	1	1	3	—	—	3
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2008/09	—	—	—	—	—	—	—	—	—
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	(1)	(1)	(1)	(3)	—	—	(3)
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	(1)	(1)	(1)	(3)	—	—	(3)
Public Information Section									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	1	—	2
Forward headquarters (Abéché)	—	—	2	2	4	8	7	—	15
Field offices	—	—	—	—	1	1	1	—	2
Total approved posts 2007/08	—	—	3	2	5	10	9	—	19
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	1	—	2
Forward headquarters (Abéché)	—	—	2	2	5	9	9	—	18
Field offices	—	—	—	—	1	1	1	—	2
Total proposed posts 2008/09	—	—	3	2	6	11	11	—	22
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	1	1	2	—	3

Civilian staff	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-1	Field Service	Subtotal	National staff	United Nations Volunteers	Total
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	1	1	2	—	3
Total									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	1	1	7	5	5	19	8	—	27
Forward headquarters (Abéché)	1	—	6	6	7	20	10	—	30
Field offices	—	—	—	—	1	1	1	—	2
Total approved posts 2007/08	2	1	13	11	13	40	19	—	59
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	1	1	8	5	5	20	8	1	29
Forward headquarters (Abéché)	1	—	5	5	7	18	12	—	30
Field offices	—	—	—	—	1	1	1	—	2
Total proposed posts 2008/09	2	1	13	10	13	39	21	1	61
Net change									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	1	2
Forward headquarters (Abéché)	—	—	(1)	(1)	—	(2)	2	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	(1)	—	(1)	2	1	2
Approved temporary positions[b] 2007/08									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	—	1
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total approved temporary positions[b] 2007/08	—	—	1	—	—	1	—	—	1
Proposed temporary positions[b] 2008/09									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total proposed temporary positions[b] 2008/09	—	—	—	—	—	—	—	—	—
Net change									
Mission headquarters (N'Djamena)	—	—	(1)	—	—	(1)	—	—	(1)
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	(1)	—	—	(1)	—	—	(1)

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-1	Field Service	Subtotal			
Total									
Approved 2007/08									
Mission headquarters (N'Djamena)	1	1	8	5	5	**20**	8	—	**28**
Forward headquarters (Abéché)	1	—	6	6	7	**20**	10	—	**30**
Field offices	—	—	—	—	1	**1**	1	—	**2**
Total approved 2007/08	**2**	**1**	**14**	**11**	**13**	**41**	**19**	—	**60**
Proposed 2008/09									
Mission headquarters (N'Djamena)	1	1	8	5	5	**20**	8	1	**29**
Forward headquarters (Abéché)	1	—	5	5	7	**18**	12	—	**30**
Field offices	—	—	—	—	1	**1**	1	—	**2**
Total proposed posts 2008/09	**2**	**1**	**13**	**10**	**13**	**39**	**21**	**1**	**61**
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	1	**1**
Forward headquarters (Abéché)	—	—	(1)	(1)	—	**(2)**	2	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	**(1)**	**(1)**	—	**(2)**	**2**	**1**	**1**

[a] Includes National Officers and national General Service staff.
[b] Funded under general temporary assistance.

Office of the Special Representative of the Secretary-General

International staff: no net change (decrease by 1 position offset by an increase of 1 post)

United Nations Volunteers: increase by 1 position

19. It is proposed to convert the Best Practices Officer (P-4) general temporary assistance position to a post. Best Practices Officers, deployed in other peacekeeping missions, have become a dedicated mission capacity that supports efforts to improve performance by leveraging previous peacekeeping experiences documented in the policies and best practices reports of the Department of Peacekeeping Operations and by contributing to the improved performance of other missions by documenting good practices. Best Practices Officers are a necessary resource for the Department of Peacekeeping Operations, which enable it to exercise its learning function, allowing the Organization to learn from its experiences and share its good practices in real-time, with a view to constantly improving its ability to achieve its mandates. In MINURCAT, the Best Practices Officer (P-4) will assist the Chief of Staff in identifying lessons learned in the course of implementing the Mission's mandate and in reporting and disseminating best practices.

20. In particular, the Best Practices Officer will support Mission planning and training and the policy development of the Department of Peacekeeping Operations

by ensuring that good practices and lessons are incorporated at all levels and that there will be a constant flow of information on policies, good practices and lessons learned. The incumbent of the post will respond to Mission management requests, including about Department policies, procedures, good practices and lessons learned from other United Nations peacekeeping operations, by conducting good practices surveys of the Mission experience; directly contacting other Best Practices Officers, via e-mails and teleconferences; and undertaking research on standing departmental policies and procedures using the best practices network of the Peacekeeping Best Practices Section. The incumbent will also collect lessons learned, experiences and good practices related to key MINURCAT activities and make them available to Mission staff, to other missions and to the Department of Peacekeeping Operations through after-action reviews of major activities, end of assignment reports/debriefings from key mission staff and surveys of practices; ensure that the previous lessons learned and experiences of the Mission and other missions are incorporated into training and planning processes; and will coordinate the Mission's inputs into Headquarters policy and doctrine development to ensure that field perspectives and good practices are incorporated therein.

21. In view of the sensitive nature of the information handled by the Office of the Special Representative of the Secretary-General, it is proposed that a Translator/Interpreter position (United Nations Volunteer) be established. The incumbent of the position, fluent in French, Arabic and English, will be responsible for the translation of confidential documents to be disseminated throughout the Mission and to United Nations Headquarters in New York; for interpretation during high-level meetings; and for providing support to the Public Information Section in translating various local media materials, as required.

Resident Internal Oversight Office

International staff: decrease by 3 posts

22. Staffing requirements of the Resident Internal Oversight Office will be reflected in the proposed 2008/09 peacekeeping operations support account budget.

Public Information Section

International staff: increase by 1 post

National staff: increase by 2 posts

23. The Mission's Public Information Section, with a currently authorized staffing establishment of 19 personnel (1 P-5, 2 P-4, 2 P-3, 5 Field Service and 9 national General Service), promotes the Mission's mandate and activities through the development and dissemination of public information materials, regular visits to population concentrations, in particular those at risk, the production of public information kits for teachers, community and religious leaders and village elders, the organization of traditional theatrical and music productions, as well as through radio broadcasting in partnership with international radio non-governmental organizations. In order to further expand the Mission's outreach and advocacy activities, targeting, in particular, communities beyond the range of radio broadcasts, it is proposed that the public information capacity of the Mission be strengthened through the establishment of a small visual public information

capacity, consisting of three posts (1 Field Service and 2 national General Service staff) to be based in Abéché.

24. A Video Producer (Field Service) will be responsible for the production of programmes to be broadcast on the national television station to support the Mission's public information campaigns, thereby ensuring a better understanding by the public of the mandate and achievements of the Mission. A Photographer (national General Service staff) will record key moments in the life of the Mission and document the accomplishments of the Mission. The photographs generated in the Mission area will form part of the archives and historical record of the Mission and may be used in photo exhibitions and posted on the United Nations website. A Graphic Designer/Webpage Administrator (national General Service staff) will be responsible for designing various print materials, including leaflets, folders and posters, for the Mission's public information campaigns, as well as for maintaining and updating the Mission's website.

Component 1: security and protection of civilians

25. The Mission's framework for security and protection of civilians reflects support provided to the Government of Chad to restore law and order in the refugee camps and in identified key towns in eastern Chad. The Mission will select, train, advise, monitor and mentor DIS officers and provide administrative support to the Chadian national police and gendarmerie. In addition, through co-location or through international partners, the Mission will provide a broad range of support for DIS, including by upgrading or refurbishing essential facilities in affected areas and by providing, through a trust fund established to support the activities of MINURCAT, basic accommodation, rations, vehicles and communication equipment to enable DIS to perform its functions. The Mission will also facilitate, through collaboration with bilateral and multilateral donors, the provision of basic police equipment and the payment of stipends to members of DIS for the duration of their service, based on local salary scales and paid by the Mission through the trust fund. In the Central African Republic, MINURCAT will assist national authorities in building the law and order capacity in the north-eastern region of the country through monitoring, liaison, needs assessment and donor mobilization support, pursuant to the mandate of the Mission.

Expected accomplishments	*Indicators of achievement*
1.1 Creation of a more secure environment in eastern Chad and in north-eastern Central African Republic	1.1.1 25 per cent decrease in the number of crimes and incidents committed in refugee camps, key towns and on delivery routes between key towns, among internally displaced persons and refugee populations in eastern Chad, compared to the 2007/08 period
	1.1.2 Long-term strategic plan on strengthening law and order in north-eastern Central African Republic issued by the Central African Republic authorities

	1.1.3 Women and children desks opened by the Détachement intégré de sécurité (DIS) in 6 key towns and 12 refugee camps in eastern Chad
	1.1.4 50 per cent decrease in the number of deaths/injuries resulting from mines and explosive remnants of war reported by the Chad National Demining Authority (2007/08: 200; 2008/09: 100)

Outputs

- Provision of good offices of the Special Representative of the Secretary-General to facilitate confidence-building initiatives in eastern Chad
- Monthly meetings of the Special Representative of the Secretary-General with the international community to exchange information on security related issues in Chad
- Regular meetings between the Special Representative of the Secretary-General and the EUFOR Force Commander to ensure an integrated approach to addressing security concerns in eastern Chad and in north-eastern Central African Republic
- 4 reports of the Secretary-General to the Security Council
- 4 intermission cooperation meetings with the African Union-United Nations Hybrid Operation in Darfur, the United Nations Mission in the Sudan and the United Nations Peace-building Support Office in the Central African Republic on substantive and operational issues of mutual concern
- Regular meetings at all levels (political and military) between MINURCAT, the Force multinationale en Centrafrique, the Community of Sahelo-Saharan States and other relevant subregional organizations to exchange information on security and other issues of mutual concern
- 6 workshops for local non-governmental organizations, religious and traditional leaders, women and youth groups on conflict resolution and peacebuilding
- 52,560 joint patrol United Nations police officer-days with DIS officers (2 United Nations police officers per patrol x 4 patrols per day x 18 stations/posts x 365 days)
- Weekly community meetings in 6 towns and in refugee camps, to advise local authorities and the local population on community policing
- Weekly meetings at the command level of the Chadian national police and gendarmerie to advise on security-related issues
- Advice to DIS, through monitoring, on establishment of women and children desks in 6 key towns and in 12 refugee camps in eastern Chad
- Advice to the Central African Republic Minister of the Interior and Chief of Police through monthly meetings on improving law and order capacities in north-eastern Central African Republic
- Advice to the command staff of the Birao local police through weekly meetings on building police capacity in the area
- Advice to the Central African Republic authorities on the development of a long-term strategic plan on strengthening law and order in north-eastern Central African Republic
- Co-location of military liaison officers in the EUFOR headquarters in N'Djamena, in the forward headquarters in

Abéché, in the battalion headquarters in eastern Chad and in the company headquarters in the Central African Republic to monitor and report on the security environment

- Liaison meetings, as required, with Chadian and the Central African Republic military authorities, EUFOR and other key security stakeholders in Chad and the Central African Republic to exchange information and facilitate cooperation on the security environment and potential security threats
- Publication of maps, detailing mine and basic unexploded ordnance threats, for the Chad National Demining Authority, EUFOR, United Nations agencies and non-governmental organizations to help them to operate safely within eastern Chad
- Public information campaign on security and peace related issues, including monthly press briefings, 1,000 posters (in Arabic and French), and 50,000 leaflets/pamphlets (in Arabic and French)
- Organization of weekly meetings with the United Nations country team and non-governmental organizations on the coordination of humanitarian assistance
- Advice to the Government of Chad on the relocation of refugee camps that are in close proximity to the border
- 52 liaison meetings with the Office of the United Nations High Commissioner for Refugees (UNCHR) in support of refugees
- Advice to national and local Chadian authorities, the United Nations country team, the European Union, non-governmental organizations and internally displaced persons/refugees through 12 meetings on confidence-building initiatives to facilitate the return of internally displaced persons/refugees
- 6 training workshops for EUFOR personnel, in partnership with the Office for the Coordination of Humanitarian Affairs on humanitarian principles, civil-military coordination, protection of civilians and the structure, role and work of the humanitarian community
- Public information campaign advocating the improvement of humanitarian conditions, including: joint monthly press briefings with the Office for the Coordination of Humanitarian Affairs, 30 minutes of radio programmes per month (in Arabic and French), 15 minutes of television/video broadcasts per month (in Arabic and French), 50,000 leaflets/pamphlets (in Arabic and French), 1,000 posters (in Arabic and French)
- Advice to United Nations agencies and non-governmental organizations on gender-based violence in camps for internally displaced persons and refugees, including collection of data on gender-based violence and other gender-related issues for reporting to Government agencies in Chad
- Implementation of 30 quick-impact projects to improve humanitarian conditions

Expected accomplishments	*Indicators of achievement*
1.2 Strengthened capacity of the Détachement intégré de sécurité (DIS)	1.2.1 Increase in the total number of deployable members of DIS (2007/08: 850; 2008/09: 1,700)
	1.2.2 Establishment by DIS of a database to record crimes, including sexual and gender-based violence
	1.2.3 Establishment by DIS of an internal investigation unit

Outputs

- Selection and certification of 1,700 Chadian national police and gendarmes for DIS
- Advice to the Chadian authorities on the development of a strategy to increase the number of female candidates for DIS
- Advice to DIS on administration, leadership and command issues
- Training of 154 DIS supervisors in the commanders course
- Training of 1,700 DIS candidates on best international policing practices, including in human rights and gender awareness
- Advice to DIS on the development of a database to record crimes, including sexual- and gender-based violence, and on using the database in efforts to end impunity
- Advice and resource mobilization for procurement and logistical support to the Government of Chad and to donors on equipping DIS and upgrading the Chadian Police Academy through donor funding
- Provision of mentoring support to DIS officers, including through co-location in main headquarters, 6 stations and 12 police posts and, if required, reporting to the DIS internal investigation unit in coordination with Chadian authorities
- Monitoring of DIS officers, including development of a database on complaints lodged against DIS and, if required, reporting to the DIS internal investigation unit in coordination with Chadian authorities

External factors

Troop- and police-contributing countries will provide necessary military liaison and police officers; donors will provide necessary funding; local qualified police candidates will be available; EUFOR will provide the necessary security; the security situation in Darfur will enable the internally displaced persons/refugees to return.

Table 2
Human resources: component 1, security and protection of civilians

Category	*Total*
I. Military observers	
Approved 2007/08	50
Proposed 2008/09	50
Net change	—
II. United Nations police	
Approved 2007/08	300
Proposed 2008/09	300
Net change	—

III. Civilian staff	International Staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-1	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Office of the Chief Military Liaison Officer									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	1	—	2
Forward headquarters (Abéché)	—	—	1	—	—	1	1	—	2
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2007/08	—	—	2	—	—	2	2	—	4
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	1	—	2
Forward headquarters (Abéché)	—	—	1	—	—	1	1	—	2
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2008/09	—	—	2	—	—	2	2	—	4
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	—	—
Office of the Police Commissioner									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	1	1	—	2	4	19	—	23
Forward headquarters (Abéché)	—	1	1	—	1	3	27	—	30
Field offices	—	—	1	—	—	1	83	—	84
Total approved posts 2007/08	—	2	3	—	3	8	129	—	137
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	1	1	—	2	4	16	—	20
Forward headquarters (Abéché)	—	1	1	—	1	3	23	—	26

III. Civilian staff	International Staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	**Subtotal**	*National staff*[a]	*United Nations Volunteers*	**Total**
Field offices	—	—	1	—	—	1	75	—	**76**
Total proposed posts 2008/09	—	2	3	—	3	8	114	—	**122**
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	(3)	—	**(3)**
Forward headquarters (Abéché)	—	—	—	—	—	—	(4)	—	**(4)**
Field offices	—	—	—	—	—	—	(8)	—	**(8)**
Total net change	—	—	—	—	—	—	(15)	—	**(15)**
Political and Civil Affairs Section									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	1	—	**2**
Forward headquarters (Abéché)	—	1	1	2	1	5	2	—	**7**
Field offices	—	—	3	6	—	9	—	3	**12**
Total approved posts 2007/08	—	1	5	8	1	15	3	3	**21**
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	1	2	2	1	6	2	—	**8**
Field offices	—	—	3	6	—	9	—	3	**12**
Total proposed posts 2008/09	—	1	5	8	1	15	2	3	**20**
Net change									
Mission headquarters (N'Djamena)	—	—	(1)	—	—	(1)	(1)	—	**(2)**
Forward headquarters (Abéché)	—	—	1	—	—	1	—	—	**1**
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	(1)	—	**(1)**
Humanitarian Liaison Unit									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	—	**1**

III. Civilian staff	*International Staff*								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	***Subtotal***	*National staff[a]*	*United Nations Volunteers*	***Total***
Forward headquarters (Abéché)	—	—	1	1	—	2	—	—	2
Field offices	—	—	—	4	—	4	—	—	4
Total approved posts 2007/08	—	—	2	5	—	7	—	—	7
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	—	1
Forward headquarters (Abéché)	—	—	1	1	—	2	—	—	2
Field offices	—	—	—	4	—	4	—	—	4
Total proposed posts 2008/09	—	—	2	5	—	7	—	—	7
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	—	—
Subtotal, civilian staff									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	1	4	—	2	7	21	—	28
Forward headquarters (Abéché)	—	2	4	3	2	11	30	—	41
Field offices	—	—	4	10	—	14	83	3	100
Total approved posts 2007/08	—	3	12	13	4	32	134	3	169
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	1	3	—	2	6	17	—	23
Forward headquarters (Abéché)	—	2	5	3	2	12	26	—	38
Field offices	—	—	4	10	—	14	75	3	92
Total proposed posts 2008/09	—	3	12	13	4	32	118	3	153
Net change									
Mission headquarters (N'Djamena)	—	—	(1)	—	—	(1)	(4)	—	(5)

III. Civilian staff	International Staff: USG-ASG	D-2-D-1	P-5-P-4	P-3-P-1	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Forward headquarters (Abéché)	—	—	1	—	—	1	(4)	—	3
Field offices	—	—	—	—	—	—	(8)	—	(8)
Total net change	—	—	—	—	—	—	(16)	—	(16)
Total (I-V)									
Approved 2007/08									519
Proposed 2008/09									503
Net change									(16)

[a] Includes National Officers and national General Service staff.

Office of the Police Commissioner

National staff: decrease by 15 posts

26. In order to increase the efficiency of transportation services and establish a pool of drivers, it is proposed that the 15 Driver (national General Service staff) posts currently reflected in the staffing establishment of the Office of the Police Commissioner at Mission headquarters in N'Djamena, the forward headquarters in Abéché and the Field Offices be redeployed to the Transport Section (see para. 49 below).

Political and Civil Affairs Section

National staff: decrease by 1 post

27. As most MINURCAT activities are based in eastern Chad and most of the activities of the Political and Civil Affairs Office will focus on civil affairs, it is proposed that the approved Senior Political Affairs Officer (P-5) post currently reflected in the staffing establishment of the Mission headquarters in N'Djamena be redeployed to the forward headquarters in Abéché, with the functional title of the post changed to Senior Civil Affairs Officer. The incumbent of the post will be responsible for providing advice to the head of the Political and Civil Affairs Office (D-1) on all issues related to civil affairs, development of the Mission's civil affairs strategy, supervision of 12 Civil Affairs Officers (3 P-4, 6 P-3, 3 United Nations Volunteers) deployed to Field Offices in Iriba, Farchana and Goz Beïda and will deputize for the head of the Office during his/her absences.

28. It is also proposed that the approved Administrative Assistant (national General Service staff) post currently reflected in the staffing establishment of the Mission headquarters in N'Djamena be redeployed to the forward headquarters in Abéché. The incumbent of the post will provide administrative and secretarial support to the Senior Civil Affairs Officer.

29. In addition, in order to increase the efficiency of transportation services and establish a pool of drivers, it is proposed that one Driver (national General Service staff) post be redeployed to the Transport Section (see para. 49 below).

Component 2: human rights and the rule of law

30. The Mission's framework for component 2 reflects human rights monitoring, investigation, reporting, human rights training activities and assistance in strengthening essential legislative, judicial and correctional institutions. Particular attention will be paid to the identification of violators of human rights, including issues related to sexual violence and child protection. Human Rights Officers will be deployed at the Mission headquarters, forward headquarters and the field offices and will work in close collaboration with other components, including with military, police, judicial and corrections personnel, as well as with United Nations agencies, funds and programmes and other humanitarian actors on the ground, to proactively identify potential threats to civilians at risk. Human Rights Officers will also participate in the joint analysis of human rights related issues with other components of the Mission, with a view to establishing operational priorities. Regular reports on the human rights situation in the mandated areas of deployment will be issued, with specific recommendations for corrective action by relevant actors. The Judicial Advisory Unit and Corrections Advisory Unit will work closely with all stakeholders to support the strengthening of essential legislative and judicial institutions and the prison system by offering good offices, advice and technical assistance as it relates to the MINURCAT mandate.

Expected accomplishments	*Indicators of achievement*
2.1 Progress towards the promotion and protection of human rights in Chad	2.1.1 Criminal investigations of all perpetrators of alleged human rights violations in eastern Chad, including gross violations, cases of sexual violence and crimes against children (including forced recruitment)
	2.1.2 Adoption of an action plan by the Government of Chad to prevent the recruitment and use of children by armed groups and to punish perpetrators
	2.1.3 Implementation of all recommendations for corrective action contained in investigation reports, in particular with regard to the protection of women and girls

Outputs

- Monthly visits to prison and detention facilities to monitor the condition and treatment of detainees
- 100 visits to refugee camps and internally displaced persons sites to assess human rights concerns
- 12 human rights investigations throughout eastern Chad, focusing on the protection of women and children
- 5 special investigations missions for reporting on serious violations of human rights, with a view to advocating with the Government of Chad against impunity
- Publication, in collaboration with the Office of the United Nations High Commissioner for Refugees, of 3 thematic reports to advocate with the Government of Chad against impunity
- Advice to officials of the Government of Chad, at the national or regional level, through monthly meetings on human rights concerns

- 6 workshops for officials of the Government of Chad and civil society organizations on international human rights standards, including on ending the recruitment and use of children by national armed forces and rebel groups
- Advice to the Government of Chad through bimonthly meetings on international human rights treaty reporting obligations, in particular on the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women
- Implementation of 5 quick-impact projects on the promotion of human rights
- Advice to the United Nations country team through monthly meetings on sexual- and gender-based violence in eastern Chad
- In conjunction with the United Nations country team, and the United Nations Children's Fund (UNICEF) in particular, monitoring and reporting on the child protection situation in eastern Chad, including the identification of child protection gaps and violations, and follow up with national and local authorities, including the parties to the conflict, to address child protection issues in accordance with Security Council resolution 1612 (2005) on children and armed conflict
- Public information campaign on promotion and protection of human rights, including monthly press-briefings; 30 minutes of radio programmes per month (in Arabic and French); 15 minutes of television/video broadcasts per week (in Arabic and French); 50,000 leaflets/pamphlets (in Arabic and French); 1,000 posters (in Arabic and French); and the distribution of 2,000 t-shirts

Expected accomplishments	*Indicators of achievement*
2.2 Strengthened rule of law in eastern Chad and north-eastern Central African Republic	2.2.1 Report published by the Government of Chad on assessment of the rule of law 2.2.2 Adoption by the Government of the Central African Republic of a national strategy for strengthening the rule of law in north-eastern Central African Republic

Outputs

- Assessment of formal and traditional judicial institutions in eastern Chad, through weekly site visits, resulting in reports to Chadian authorities on rule of law needs and recommendations
- Advice to the Government of Chad on the development of a national strategic plan for strengthening and reforming the justice system in eastern Chad
- Advice to the Ministry of Justice of Chad, national court officials and traditional justice organizations in N'Djamena and eastern Chad through weekly meetings on strengthening judicial institutions
- Advice to the United Nations country team, the European Union, donors and the international community through weekly meetings on the coordination of activities in the justice sector
- 2 workshops for traditional leaders and non-governmental organizations on strengthening traditional justice mechanisms in eastern Chad
- 2 workshops for judges, police and prosecutors on strengthening the delivery of formal justice in eastern Chad
- Advice to the Ministry of Justice of Chad on the reconciliation of traditional and formal justice systems
- Advice to Chadian authorities on the establishment of mobile courts in eastern Chad

- Implementation of 5 quick-impact projects to improve justice delivery
- Assessment of prison conditions in eastern Chad in conjunction with national authorities to identify the areas for priority action/consideration
- Advice to Chadian prison authorities on the development of a prison development plan with implementation strategies
- Advice to Chadian prison authorities through weekly meeting on the prison reform process and the development of policies and procedures in prison management
- Advice to Chadian prison authorities on the development of a training strategy, including training needs analyses and accompanying curriculum and training calendars
- Organization of a train-the-trainers course for 50 Chadian prison officers, in collaboration with the United Nations country team
- Assessment of infrastructural improvements in 5 existing prisons in eastern Chad, in conjunction with national authorities, including the development of project proposals and resource mobilization
- 5 quick-impact projects in prisons in eastern Chad to improve life-threatening prison conditions
- Assessment of locations for the construction of new prisons and the joint development of project proposals for donors, in conjunction with national authorities
- 5 sensitization workshops for national prison authorities, national police, Chadian ministries and non-governmental organizations on prison improvement issues at N'Djamena, Abéché, Iriba, Farchana, Goz Beïda
- Training programmes for 300 Chadian prison officers on basic prison duties
- Organization of prison development committee monthly meetings, led by Chadian authorities and which include the United Nations Development Programme, the European Union and UNICEF, to discuss prison development issues
- 1 seminar with donors and United Nations agencies to discuss prison improvement plans and resource mobilization
- Mentoring of 25 Chadian senior prison staff through co-location
- Advice to the Central African Republic working group on justice and correction issues related to the decentralization of state authority
- Public information campaign to strengthen the rule of law, including: monthly press-briefings; 30 minutes of radio programmes per month (in Arabic and French); and 15 minutes of television/video broadcasts per week (in Arabic and French)

External factors

Donors will provide necessary funding; EUFOR will provide the necessary security

Table 3
Human resources: component 2, human rights and the rule of law

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	***Subtotal***	*National Staff*[a]	*United Nations Volunteers*	***Total***
Judicial Advisory Unit									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	—	1
Forward headquarters (Abéché)	—	—	1	3	—	4	1	—	5
Field offices	—	—	—	3	—	3	—	—	3
Total approved posts 2007/08	—	—	2	6	—	8	1	—	9
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	1	—	2
Forward headquarters (Abéché)	—	—	1	2	—	3	3	—	6
Field offices	—	—	—	4	—	4	3	—	7
Total proposed posts 2008/09	—	—	2	6	—	8	7	—	15
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	1	—	1
Forward headquarters (Abéché)	—	—	—	(1)	—	(1)	2	—	1
Field offices	—	—	—	1	—	1	3	—	4
Total net change	—	—	—	—	—	—	6	—	6
Corrections Advisory Unit									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	—	1
Forward headquarters (Abéché)	—	—	1	2	—	3	—	—	3
Field offices	—	—	—	3	—	3	—	—	3
Total approved posts 2007/08	—	—	2	5	—	7	—	—	7
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	1	—	2
Forward headquarters (Abéché)	—	—	1	2	—	3	1	—	4
Field offices	—	—	—	3	—	3	—	—	3
Total proposed posts 2008/09	—	—	2	5	—	7	2	—	9
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	1	—	1
Forward headquarters (Abéché)	—	—	—	—	—	—	1	—	1
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	2	—	2

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-1	Field Service	Subtotal	National Staff[a]	United Nations Volunteers	Total
Gender Unit									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	1	1	—	2	2	—	4
Forward headquarters (Abéché)	—	—	1	—	—	1	1	—	2
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2007/08	—	—	2	1	—	3	3	—	6
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	1	—	2	2	—	4
Forward headquarters (Abéché)	—	—	1	—	—	1	1	—	2
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2008/09	—	—	2	1	—	3	3	—	6
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	—	—
Human Rights Section									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	1	2	1	4	3	—	7
Forward headquarters (Abéché)	—	—	4	6	—	10	6	3	19
Field offices	—	—	—	7	—	7	3	6	16
Total approved posts 2007/08	—	—	5	15	1	21	12	9	42
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	2	1	4	2	—	6
Forward headquarters (Abéché)	—	—	4	6	—	10	5	3	18
Field offices	—	—	—	7	—	7	3	6	16
Total proposed posts 2008/09	—	—	5	15	1	21	10	9	40
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	(1)	—	(1)
Forward headquarters (Abéché)	—	—	—	—	—	—	(1)	—	(1)
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	(2)	—	(2)
Total									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	4	3	1	8	5	—	13

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*Subtotal*	*National Staff*[a]	*United Nations Volunteers*	*Total*
Forward headquarters (Abéché)	—	—	7	11	—	18	8	3	29
Field offices	—	—	—	13	—	13	3	6	22
Total approved posts 2007/08	—	—	11	27	1	39	16	9	64
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	4	3	1	8	6	—	14
Forward headquarters (Abéché)	—	—	7	10	—	17	10	3	30
Field offices	—	—	—	14	—	14	6	6	26
Total proposed posts 2008/09	—	—	11	27	1	39	22	9	70
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	1	—	1
Forward headquarters (Abéché)	—	—	—	(1)	—	(1)	2	—	1
Field offices	—	—	—	1	—	1	3	—	4
Total net change	—	—	—	—	—	—	6	—	6

[a] Includes National Officers and national General Services staff.

Judicial Advisory Unit

National staff: increase by 6 posts

31. The use of traditional justice mechanisms is widespread in eastern Chad and the Mission will seek to harmonize traditional justice with the formal justice system. In this connection, it is proposed that the Judicial Advisory Unit, with a currently authorized civilian staffing establishment of nine personnel (1 P-5, 1 P-4, 6 P-3 and 1 national General Service staff), be strengthened through the establishment of six Judicial Affairs Officer (National Officer) posts, which will complement the work of the international staff of the Unit and support the implementation of the police concept of operations. The incumbents of the posts will work closely with international Judicial Affairs Officers to provide expert advice on traditional mechanisms and the harmonization of the two justice systems and areas that need strengthening and will act as the main liaison between the Mission and the Government, judicial and traditional justice authorities. Based on their knowledge of local laws, customs, language and the Chadian political system, the incumbents will play a vital role in assessing the needs of the Chadian judicial system, as well as provide interpretation and translation services, as required. The incumbents of the posts will be deployed to the Mission headquarters in N'Djamena (1 National Officer), the forward headquarters in Abéché (2 National Officers), and the field offices in Iriba, Farchana and Goz Beïda (1 National Officer to each field office).

32. The establishment of National Officer posts will also assist in national capacity-building in the regions.

33. In order to strengthen the capacity of the Mission to assist the national authorities of the Central African Republic, it is proposed that one Judicial Affairs Officer (P-3) post reflected in the staffing establishment of the Mission's forward headquarters in Abéché be redeployed to the liaison office in Bangui. The proposed redeployment of the post would also ensure complementarities with the activities of the United Nations police officers deployed in the Central African Republic. The incumbent of the post will be responsible for the implementation of the Mission's justice programme in the Central African Republic, will act as a liaison with national authorities, will be the primary Mission contact on rule of law issues in the Central African Republic and will facilitate mobilization of donor resources to assist the Government of the Central African Republic in strengthening essential legislative and judicial institutions and the prison system. The incumbent of the post will report to the Liaison Officer in Bangui, will liaise with the Senior Judicial Affairs Officer in Abéché to ensure coordination of activities and will work in close coordination with the United Nations country team and other stakeholders in respect of the rule of law.

Corrections Advisory Unit

National staff: increase by 2 posts

34. In order to assist in national capacity-building, it is proposed that the Corrections Advisory Unit, with a currently authorized civilian staffing establishment of seven internationally recruited staff (1 P-5, 1 P-4, 5 P-3) and 25 seconded Corrections Officers, be strengthened through the establishment of two Corrections Officer (National Officer) posts to be deployed to the Mission headquarters in N'Djamena and the forward headquarters in Abéché. The incumbents of the posts will be the main liaison with ministries and prison authorities and other local stakeholders in the field of prisons and prison reform. They will participate in the training and capacity-building of national staff, provide advice to the internationally recruited corrections personnel, based on their knowledge of laws affecting the management of prisons, with a view to assisting in prison reform activities, will support prison assessments and will play an important role in the formulation of the prison strategic development plan and its implementation.

Human Rights Section

National staff: decrease by 2 posts

35. In order to increase efficiency of transportation services and establish a pool of drivers, it is proposed that two Driver (national General Service staff) posts, reflected in the staffing establishment of the Mission headquarters in N'Djamena and the forward headquarters in Abéché, be redeployed to the Transport Section (see para. 49 below).

Component 3: support

36. During the budget period, the Mission's support component will provide effective and efficient logistical, administrative and security services in support of the implementation of the Mission's mandate through the delivery of related outputs. Support will be provided to the authorized strength of 50 military observers and 300 United Nations police officers, as well as to the substantive civilian staffing

establishment of 110 international and 161 national staff, 13 United Nations Volunteers and 25 Government-provided personnel. The range of support will comprise all support services, including the implementation of conduct and discipline and HIV/AIDS programmes, personnel administration, health care, the maintenance and construction of office and accommodation facilities, information technology and communications, air operations, air and surface transport operations, supply and re-supply operations and the provision of security services mission-wide.

Expected accomplishments	*Indicators of achievement*
3.1 Effective and efficient logistical, administrative and security support to the Mission	3.1.1 All 6 police stations and 12 police posts fully operational
	3.1.2 Full compliance with minimum operational security standards
	3.1.3 80 per cent national staff incumbency rate by 30 June 2009
	(2007/08: 62 per cent; 2008/09: 80 per cent)

Outputs

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average strength of 50 military liaison officers and 300 United Nations police officers
- Administration of an average of 1,138 civilian staff, comprising 471 international staff, 527 national staff, 115 United Nations Volunteers and 25 Government-provided personnel
- Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, prevention, monitoring and recommendations on remedial action where misconduct has occurred

Facilities and infrastructure

- Maintenance and repair of 18 United Nations police premises and maintenance and repair of 7 civilian staff premises in a total of 25 locations
- Supervision of all major construction projects related to the above premises
- Supervision of sanitation services for all premises, including sewage and garbage collection and disposal
- Operation and maintenance of 3 United Nations-owned water purification plants in 2 locations
- Operation and maintenance of 184 United Nations-owned generators in 25 locations
- Storage and supply of 4.6 million litres of petrol, oil and lubricants for generators
- Supervision of maintenance of 5 airfields and 12 helicopter landing sites in 14 locations
- Supervision of major construction projects related to airfield facilities or landing sites
- Maintenance and renovation of 10 storage facilities for petrol, oil and lubricants for generators, grounds, air and naval transportation, in a total of 7 locations

- Supervision of construction projects related to the above-mentioned petrol storage facilities

Ground transportation

- Operation and maintenance of 586 United Nations-owned vehicles, including 8 armoured vehicles, through 1 workshop in 6 locations
- Provision of fuel, oil and lubricants for 586 United Nations-owned vehicles
- Operation of a shuttle service 7 days a week

Air transportation

- Operation and maintenance of 6 fixed-wing and 6 rotary-wing aircraft in 14 locations
- Provision of fuel, oil and lubricants for 6 fixed-wing and 6 rotary-wing aircraft

Communications

- Support and maintenance of a satellite network, consisting of 2 earth station hubs, to provide voice, fax, video and data communications
- Support and maintenance of 21 very small aperture terminal systems, 23 telephone exchanges and 6 microwave links
- Support and maintenance of 496 high frequency and 2,087 very high frequency repeaters and transmitters
- Support and maintenance of 2 FM radio broadcast stations in 2 locations

Information technology

- Support and maintenance of 59 servers, 1,200 desktop computers, 383 laptop computers, 332 printers and 90 digital senders in 25 locations
- Support and maintenance of local area networks and wide area networks for 1,577 users (512 international personnel, 573 national personnel, 117 United Nations Volunteers, 25 Government-provided personnel, 50 military observers and 300 United Nations Police personnel) in 25 locations
- Support and maintenance of the wireless area network

Medical

- Operation and maintenance of 6 level-I clinics, and 18 emergency and first-aid stations in a total of 18 locations for all Mission personnel and for staff of other United Nations entities in emergency cases
- Maintenance of mission-wide land and air evacuation arrangements for all United Nations locations
- Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all Mission personnel
- HIV sensitization programme, including peer education, for all Mission personnel

Security

- Provision of security services 24 hours a day, 7 days a week, for all locations
- Close protection, 24 hours a day, for senior Mission staff and visiting high-level officials

- Mission-wide site security assessments, including residential surveys for 120 residences
- Conduct of 12 information sessions on security awareness and contingency plans for all Mission staff
- Induction security training and primary fire training/drills for all new Mission staff

External factors

Movement of staff and deployment of operational resources will not be interrupted; vendors, contractors and suppliers will deliver goods, services and supplies, as contracted

Table 4
Human resources: component 3, support

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	***Subtotal***	*National Staff*[a]	*United Nations Volunteers*	***Total***
Office of the Chief Mission Support									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	1	2	2	3	**8**	3	1	**12**
Forward headquarters (Abéché)	—	—	—	2	—	**2**	1	—	**3**
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2007/08	**—**	**1**	**2**	**4**	**3**	**10**	**4**	**1**	**15**
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	1	2	3	4	**10**	4	1	**15**
Forward headquarters (Abéché)	—	—	—	2	—	**2**	1	—	**3**
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2008/09	**—**	**1**	**2**	**5**	**4**	**12**	**5**	**1**	**18**
Net change									
Mission headquarters (N'Djamena)	—	—	—	1	1	**2**	1	—	**3**
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	**—**	**—**	**—**	**1**	**1**	**2**	**1**	**—**	**3**
Tiger Team									
Approved temporary positions[b] 2007/08									
Mission headquarters (N'Djamena)	—	—	2	—	4	**6**	—	—	**6**
Forward headquarters (Abéché)	—	—	1	2	3	**6**	—	—	**6**
Field offices	—	—	—	—	—	—	—	—	—
Total approved temporary positions[b] 2007/08	**—**	**—**	**3**	**2**	**7**	**12**	**—**	**—**	**12**
Proposed temporary positions[b] 2008/09									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	***Subtotal***	*National Staff*[a]	*United Nations Volunteers*	***Total***
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total proposed temporary positions[b] 2008/09	—	—	—	—	—	—	—	—	—
Net change									
Mission headquarters (N'Djamena)	—	—	(2)	—	(4)	(6)	—	—	(6)
Forward headquarters (Abéché)	—	—	(1)	(2)	(3)	(6)	—	—	(6)
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	(3)	(2)	(7)	(12)	—	—	(12)
Conduct and Discipline Unit									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	—	1
Forward headquarters (Abéché)	—	—	1	—	—	1	—	—	1
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2007/08	—	—	2	—	—	2	—	—	2
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	—	—	1	—	—	1
Forward headquarters (Abéché)	—	—	1	—	—	1	—	—	1
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2008/09	—	—	2	—	—	2	—	—	2
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2007/08									
Mission headquarters (N'Djamena)	—	—	—	1	—	1	—	—	1
Forward headquarters (Abéché)	—	—	—	—	—	—	1	—	1
Field offices	—	—	—	—	—	—	—	—	—
Total approved temporary positions[b] 2007/08	—	—	—	1	—	1	1	—	2
Proposed temporary positions[b] 2008/09									
Mission headquarters (N'Djamena)	—	—	—	1	—	1	—	—	1

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*Subtotal*	*National Staff*[a]	*United Nations Volunteers*	*Total*
Forward headquarters (Abéché)	—	—	—	—	—	—	1	—	1
Field offices	—	—	—	—	—	—	—	—	—
Total proposed temporary positions[b] 2008/09	—	—	—	1	—	1	1	—	2
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	—	—
Subtotal									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	1	1	—	2	—	—	2
Forward headquarters (Abéché)	—	—	1	—	—	1	1	—	2
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2007/08	—	—	2	1	—	3	1	—	4
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	1	1	—	2	—	—	2
Forward headquarters (Abéché)	—	—	1	—	—	1	1	—	2
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2008/09	—	—	2	1	—	3	1	—	4
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	—	—
HIV/AIDS Unit									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	1	1	—	2	2	1	5
Field offices	—	—	—	—	—	—	—	—	—
Total approved posts 2007/08	—	—	1	1	—	2	2	1	5
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	1	1	—	2	2	1	5

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	***Subtotal***	*National Staff[a]*	*United Nations Volunteers*	***Total***
Field offices	—	—	—	—	—	—	—	—	—
Total proposed posts 2008/09	—	—	**1**	**1**	—	**2**	**2**	**1**	**5**
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	—	—	—
Forward headquarters (Abéché)	—	—	—	—	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	—	—	—	—	—	—	—
Administrative Services									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	2	5	10	17	8	2	27
Forward headquarters (Abéché)	—	—	5	9	17	31	13	7	51
Field offices	—	—	—	3	3	6	9	—	15
Total approved posts 2007/08	—	—	**7**	**17**	**30**	**54**	**30**	**9**	**93**
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	2	4	11	17	8	2	27
Forward headquarters (Abéché)	—	—	5	11	18	34	13	7	54
Field offices	—	—	—	2	4	6	9	—	15
Total proposed posts 2008/09	—	—	**7**	**17**	**33**	**57**	**30**	**9**	**96**
Net change									
Mission headquarters (N'Djamena)	—	—	—	(1)	1	—	—	—	—
Forward headquarters (Abéché)	—	—	—	2	1	3	—	—	3
Field offices	—	—	—	(1)	1	—	—	—	—
Total net change	—	—	—	—	**3**	**3**	—	—	3
Technical Services									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	—	—	10	34	44	54	27	125
Forward headquarters (Abéché)	—	—	11	28	108	147	120	65	332
Field offices	—	—	—	7	36	43	63	29	135
Total approved posts 2007/08	—	—	**11**	**45**	**178**	**234**	**237**	**121**	**592**
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	—	7	32	39	52	22	117
Forward headquarters (Abéché)	—	—	11	18	98	127	118	45	290
Field offices	—	—	—	10	36	46	55	26	127
Total proposed posts 2008/09	—	—	**11**	**35**	**166**	**212**	**229**	**93**	**534**

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	***Subtotal***	*National Staff*[a]	*United Nations Volunteers*	***Total***
Net change									
Mission headquarters (N'Djamena)	—	—	—	(3)	(2)	**(5)**	2	(5)	**(8)**
Forward headquarters (Abéché)	—	—	—	(10)	(10)	**(20)**	(2)	(20)	**(42)**
Field offices	—	—	—	3	—	**3**	(8)	(3)	**(8)**
Total net change	—	—	—	**(10)**	**(12)**	**(22)**	**(8)**	**(28)**	**(58)**
Security Section									
Approved posts 2007/08									
Mission headquarters (N'Djamena[c])	—	—	2	5	23	**30**	23	—	**53**
Forward headquarters (Abéché)	—	—	—	4	28	**32**	27	—	**59**
Field offices	—	—	—	3	51	**54**	96	—	**150**
Total approved posts 2007/08	—	—	**2**	**12**	**102**	**116**	**146**	—	**262**
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	—	2	5	23	**30**	22	—	**52**
Forward headquarters (Abéché)	—	—	1	3	28	**32**	27	—	**59**
Field offices	—	—	—	3	51	**54**	96	—	**150**
Total proposed posts 2008/09	—	—	**3**	**11**	**102**	**116**	**145**	—	**261**
Net change									
Mission headquarters (N'Djamena)	—	—	—	—	—	—	(1)	—	**(1)**
Forward headquarters (Abéché)	—	—	1	(1)	—	—	—	—	—
Field offices	—	—	—	—	—	—	—	—	—
Total net change	—	—	**1**	**(1)**	—	—	**(1)**	—	**(1)**
Total									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	1	7	22	70	**100**	88	30	**218**
Forward headquarters (Abéché)	—	—	18	44	153	**215**	163	73	**451**
Field offices	—	—	—	13	90	**103**	168	29	**300**
Total approved posts 2007/08	—	**1**	**25**	**79**	**313**	**418**	**419**	**132**	**969**
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	1	7	19	70	**97**	90	25	**212**
Forward headquarters (Abéché)	—	—	19	35	144	**198**	161	53	**412**
Field offices	—	—	—	15	91	**106**	160	26	**292**
Total proposed posts 2008/09	—	**1**	**26**	**69**	**305**	**401**	**411**	**104**	**916**
Net change									
Mission headquarters (N'Djamena)	—	—	—	(3)	—	**(3)**	2	(5)	**(6)**

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	***Subtotal***	*National Staff*[a]	*United Nations Volunteers*	***Total***
Forward headquarters (Abéché)	—	—	1	(9)	(9)	**(17)**	(2)	(20)	**(39)**
Field offices	—	—	—	2	1	**3**	(8)	(3)	**(8)**
Total net change	**—**	**—**	**1**	**(10)**	**(8)**	**(17)**	**(8)**	**(28)**	**(53)**
Approved temporary positions[b] 2007/08									
Mission headquarters (N'Djamena)	—	—	2	1	4	**7**	—	—	**7**
Forward headquarters (Abéché)	—	—	1	2	3	**6**	1	—	**7**
Field offices	—	—	—	—	—	**—**	—	—	**—**
Total approved temporary positions[b] 2007/08	**—**	**—**	**3**	**3**	**7**	**13**	**1**	**—**	**14**
Proposed temporary positions[b] 2008/09									
Mission headquarters (N'Djamena)	—	—	—	1	—	**1**	—	—	**1**
Forward headquarters (Abéché)	—	—	—	—	—	**—**	1	—	**1**
Field offices	—	—	—	—	—	**—**	—	—	**—**
Total proposed temporary positions[b] 2008/09	**—**	**—**	**—**	**1**	**—**	**1**	**1**	**—**	**2**
Net change									
Mission headquarters (N'Djamena)	—	—	(2)	—	(4)	**(6)**	—	—	**(6)**
Forward headquarters (Abéché)	—	—	(1)	(2)	(3)	**(6)**	—	—	**(6)**
Field offices	—	—	—	—	—	**—**	—	—	**—**
Total net change	**—**	**—**	**(3)**	**(2)**	**(7)**	**(12)**	**—**	**—**	**(12)**
Subtotal									
Approved posts 2007/08									
Mission headquarters (N'Djamena)	—	1	9	23	74	**107**	88	30	**225**
Forward headquarters (Abéché)	—	—	19	46	156	**221**	164	73	**458**
Field offices	—	—	—	13	90	**103**	168	29	**300**
Total approved posts 2007/08	**—**	**1**	**28**	**82**	**320**	**431**	**420**	**132**	**983**
Proposed posts 2008/09									
Mission headquarters (N'Djamena)	—	1	7	20	70	**98**	90	25	**213**
Forward headquarters (Abéché)	—	—	19	35	144	**198**	162	53	**413**
Field offices	—	—	—	15	91	**106**	160	26	**292**
Total proposed posts 2008/09	**—**	**1**	**26**	**70**	**305**	**402**	**412**	**104**	**918**
Net change									
Mission headquarters (N'Djamena)	—	—	(2)	(3)	(4)	**(9)**	2	(5)	**(12)**
Forward headquarters (Abéché)	—	—	—	(11)	(12)	**(23)**	(2)	(20)	**(45)**

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-1	Field Service	Subtotal	National Staff[a]	United Nations Volunteers	Total
Field offices	—	—	—	2	1	3	(8)	(3)	(8)
Total net change	—	—	(2)	(12)	(15)	(29)	(8)	(28)	(65)

[a] Includes National Officers and national General Services staff.
[b] Funded under general temporary assistance.
[c] Includes one post (P-5, Chief Security Adviser) funded through United Nations country team cost-sharing arrangements.

Office of the Chief of Mission Support

International staff: increase by 2 posts

National staff: increase by 1 post

37. With the establishment of a trust fund for the activities of MINURCAT in support of DIS, and in view of the frequency of financial activities required, it is proposed that the Mission be provided with a dedicated capacity.

38. Reporting directly to the Chief of Mission Support, the Trust Fund Unit will be responsible for the financial management of the Trust Fund, as well as for ensuring proper reporting of activities and expenditures to donors, in accordance with requirements. The Trust Fund Unit will be headed by a Trust Fund Officer (P-3) supported by two Trust Fund Assistants (Field Service and national General Service staff). The staffing requirements of the Trust Fund Unit will be accommodated through the redeployment of three posts (1 P-3, 1 Field Service and one national General Service staff) from the Engineering Section.

Tiger team

International staff: decrease by 12 positions

39. With the completion of the immediate start-up phase of the Mission, it is proposed that the 12 positions (1 P-5, 2 P-4, 2 P-3 and 7 Field Service) of the Tiger Team, established to facilitate rapid recruitment of staff during the 2007/08 period, be abolished.

Administrative Services

40. An increase of three posts in Administrative Services is attributable to the establishment of additional posts (2 P-3 and 1 Field Service) in the Contracts Management Section, as detailed in paragraphs 42 to 44 below.

Human Resources Section

International staff: no net change (decrease by 1 post offset by an increase of 1 post)

41. Upon review of the functional responsibilities of the approved Human Resources Officer (P-3) post, it is proposed that the post be abolished and that a Human Resources Officer (Field Service) post be established. The Human Resources Officer (Field Service), with the proven capabilities and experience, will

support the establishment in the Mission of standard operating procedures related to his/her area of expertise.

Contracts Management Section

International staff: increase by 3 posts

42. The range of the Mission's contracts management activities includes outsourcing of essential services through memorandums of understanding with the European Union, contractual turn-key arrangements and commercial contracts. In view of the scope and complexity of such arrangements, the capacity of the Contracts Management Section to ensure that the agreements under the memorandums of understanding and contracts are implemented and managed in a cost-effective and efficient manner requires strengthening. Accordingly, it is proposed that the Contracts Management Section, with a currently authorized civilian staffing establishment of six personnel (1 P-4, 1 P-3, 2 Field Service, 1 national General Service staff and 1 United Nations Volunteer) be strengthened through the establishment of two posts for Contracts Management Officers (P-3) and one post for a Contracts Management Assistant (Field Service).

43. The establishment of the three proposed posts will enable the Mission to establish three teams, each comprising a Contracts Management Officer (P-3) and a Contracts Management Assistant (Field Service) to manage each of the three main contractual areas: the contractual turn-key arrangements, the memorandum of understanding with the European Union and commercial contracts.

44. The additional staffing requirements will be accommodated through the redeployment of three posts (2 P-3 and 1 Field Service from the Engineering Section (see para. 53 below).

Field Offices Administration

International staff: no net change (decrease by 1 post offset by an increase of 1 post)

45. Upon review of the functional responsibilities of the approved Administrative Officer (P-3) post for the Field Office in Goz Beïda, it is proposed that the post be abolished and an Administrative Officer (Field Service) post be established. The Administrative Officer (Field Service), with the proven capabilities and experience, will support the establishment in the Mission of standard operating procedures related to his/her area of expertise.

Technical Services

46. A net decrease of 58 posts and positions in Technical Services is attributable to the abolition of 53 posts and positions (17 Field Service, 8 national General Service staff and 28 United Nations Volunteers) and the redeployment of five posts (3 P-3 and 2 Field Service) from the Engineering Section to the Contracts Management Section and the Trust Fund Unit, as detailed in paragraphs 53 to 55 below.

Supply Section

International staff: no net change (decrease by 1 post offset by an increase of 1 post)

47. Upon review of the functional responsibilities of the approved Supply Officer (P-3) post, it is proposed that the post be abolished and a Supply Officer (Field

Service) post be established. The Supply Officer (Field Service), with the proven capabilities and experience, will support the establishment in the Mission of standard operating procedures related to his/her area of expertise.

Property Control and Management Section

International staff: no net change (decrease by 2 posts offset by an increase of 2 posts)

48. Upon review of the functional responsibilities of the approved Property Control and Inventory Officer (P-3) and a Receiving and Inspection Officer (P-3), it is proposed that the two posts be abolished and a Property Control and Inventory Officer (Field Service) post and a Receiving and Inspection Officer (Field Service) post be established. The Property Control and Inventory Officer (Field Service) and the Receiving and Inspection Officer (Field Service), with the proven capabilities and experience, will support the establishment in the Mission of standard operating procedures related to his/her area of expertise.

Transport Section

International staff: no net change (decrease by 1 post offset by an increase of 1 post)

National staff: increase by 20 posts

49. In order to increase the efficiency of the transportation services, it is proposed that the approved driver posts be transferred from various sections to the Transport Section and that a drivers pool be established to support all substantive and support offices. Dedicated drivers would only be retained in the Office of the Special Representative of the Secretary-General (2 national General Service staff), the Office of the Deputy Special Representative of the Secretary-General (1 national General Service staff) and the Office of the Police Commissioner (1 national General Service staff). The proposed consolidation would require redeployment of 20 drivers posts (all national General Service staff) from the Office of the Police Commissioner (15 posts), the Human Rights Section (2 posts), the Security Section (1 post), the Political and Civil Affairs Section (1 post) and the Aviation Section (1 post).

50. Upon review of the functional responsibilities of the approved Transport Officer (P-3) post, it is proposed the post be abolished and a Transport Officer (Field Service) post be established. The Transport Officer (Field Service), with the proven capabilities and experience, will support the establishment in the Mission of standard operating procedures related to his/her area of expertise.

Movement Control Section

International staff: no net change (decrease by 1 post offset by an increase of 1 post)

51. Upon review of the functional responsibilities of the approved Movement Control Officer (P-3) post, it is proposed that the post be abolished and a Movement Control Officer (Field Service) post be established. The Movement Control Officer (Field Service), with the proven capabilities and experience, will support the establishment in the Mission of standard operating procedures related to his/her area of expertise.

Communications and Information Technology Section

International staff: no net change (decrease by 1 post offset by an increase of 1 post)

52. Upon review of the functional responsibilities of the approved Information Management Officer (P-3) post, it is proposed that the post be abolished and an Information Management Officer (Field Service) post be established. The Information Management Officer (Field Service), with the proven capabilities and experience, will support the establishment in the Mission of standard operating procedures related to his/her area of expertise.

Engineering Section

International staff: decrease by 20 posts

National staff: decrease by 14 posts

United Nations Volunteers: decrease by 28 positions

53. In view of the outsourcing of most engineering, construction, renovation and maintenance services through contractual turn-key arrangements, it is proposed that 56 posts and positions (15 Field Service, 13 national General Service staff, 28 United Nations Volunteers) be abolished, that three posts be redeployed to accommodate the staffing requirements of the proposed Trust Fund Unit (1 P-3, 1 Field Service and 1 national General Service staff) and that three posts be redeployed to the Contracts Management Section (2 P-3 and 1 Field Service) (see paras. 38 and 44 above).

54. Taking into account the considerable responsibilities of the field offices in the oversight of the contractual engineering support services, it is proposed to redeploy three Site Manager posts (Engineer, Hydrogeologist and Water Sanitation Specialist, all P-3) from the forward headquarters in Abéché to the field offices in Iriba, Farchana and Goz Beïda.

55. Upon review of the functional responsibilities of the approved Associate Asset Management Officer (P-2) post, it is proposed that the post be abolished and that an Associate Asset Management Officer (Field Service) post be established. The Associate Asset Management Officer (Field Service), with the proven capabilities and experience, will support the establishment in the Mission of standard operating procedures related to his/her area of expertise.

Aviation Section

International staff: decrease by 2 posts

National staff: decrease by 14 posts

56. In view of the provision by EUFOR, in areas where MINURCAT would be co-located with EUFOR, of airfield design and airport firefighting services, it is proposed that 15 posts (2 Field Service and 13 national General Service staff) in the Aviation Section be abolished.

57. It is also proposed that one Driver (national General Service staff) post reflected in the staffing establishment of the Forward headquarters in Abéché be redeployed to the Transport Section (see para. 49 above).

Security Section

National staff: decrease by 1 post

58. In view of the nature and complexity of the security situation in eastern Chad, it is proposed that a Security Officer post approved at the P-3 level be reclassified to the P-4 level. Under the direction of the Chief Security Adviser (P-5) based in N'Djamena, the incumbent will oversee the Security Section Office in Abéché, comprising an approved staffing establishment of 25 Security Officers (1 P-3, 2 P-2, 19 Field Service and 3 national General Service staff); 26 Security Assistants (6 Field Service and 20 national General Service staff); two Radio Operators (national General Service staff), one Fire and Safety Officer (Field Service), two Administrative Assistants (Field Service), and two Language Assistants (national General Service staff). The Security Officer will oversee the liaison to ensure information flow and coordination between the Mission and the United Nations country team of security-related activities; the conduct of threat assessments, risk analysis and investigations; the provision of emergency response, 24 hours a day, seven days a week; and the management and supervision of local security guard units and fire and safety security.

59. It is also proposed that one Driver (national General Service staff) post reflected in the staffing establishment of the Mission headquarters in N'Djamena be redeployed to the Transport Section (see para. 49 above).

II. Planning assumptions and financial resources

A. Planning assumptions

1. Overall

60. The strategic guidance that drives MINURCAT resource planning for the 2008/09 period is based on the assumption that, in accordance with its mandate, the Mission will continue to enhance the capabilities of the Chadian police by assisting the authorities in the establishment of DIS, through training, monitoring, advising and supporting DIS, in order to maintain law and order in refugee camps, sites with concentrations of internally displaced persons and key towns in neighbouring areas, and to facilitate the provision of humanitarian assistance in eastern Chad.

61. There will continue to be six operational commands, called "stations", located in the following key towns of eastern Chad: Abéché, Bahia, Farchana, Goz Beïda, Guéréda and Iriba. Chadian police officers assigned to those stations will be responsible for policing key towns, patrolling humanitarian access routes between key towns and refugee camps and providing security for international and national humanitarian personnel and facilities. Twelve police "posts" corresponding to the 12 refugee camps run by the Office of the United Nations High Commissioner for Refugees (UNHCR) in eastern Chad will continue to report to the stations.

62. The financial and direct logistical support for the Chadian police is funded through a United Nations trust fund, which was established in October 2007. Contributions of approximately $15 million from three Member States and the European Commission have been received as of 31 March 2008.

63. In the Central African Republic, security will be provided by EUFOR, which will deploy for a one-year period in north-eastern Central African Republic. During the budget period, MINURCAT will also assist the national authorities of the Central African Republic in devising a strategy to strengthen the rule of law in the affected areas of the north-eastern region of the country.

64. The substantive civilian component will continue to ensure the successful implementation of the mandate of MINURCAT through an integrated and coordinated strategy. The Mission will liaise with all partners to ensure a coherent approach aimed at contributing to the voluntary and safe return of refugees and internally displaced persons. In this connection, the Mission will also assist the national authorities in strengthening the formal justice and prison systems and in contributing to ending impunity in eastern Chad. The Mission will continue to ensure that human rights considerations are reflected in the training and mentoring of DIS, including in the implementation of law and order related activities by DIS. In the Central African Republic, MINURCAT will assist local authorities in strengthening the law and order capacity in the affected areas of the north-eastern region of the country, namely the Vakaga and the Haute Kotto prefectures.

65. The resource planning assumptions reflect extensive challenges and issues surrounding a timely and successful continued deployment of MINURCAT substantive personnel, military liaison officers and United Nations police, as well as the execution of the Mission's mandate.

66. The Mission covers two countries (Chad and the Central African Republic), which are landlocked and would require the establishment of long and unsecured supply routes from various points of entry in Cameroon and the Libyan Arab Jamahiriya. While the Mission intends to build upon the regional support capacity of the African Union-United Nations Hybrid Operation in Darfur (UNAMID), once the situation along the border between Chad and the Sudan is stabilized, there will be a need to retain a substantial Mission-centred support structure in the budget period. The success of the Mission continues to rely upon the deployment of EUFOR, the recruitment and training of Chadian police constituting DIS, in cooperation with the Government of Chad, and the timely funding of DIS requirements through voluntary contributions.

67. The Mission headquarters and the rear logistics base are being established in N'Djamena and will be co-located with EUFOR, with the forward headquarters and logistics base being established in Abéché. The police stations and field offices are being established at Abéché, Farchana, Goz Beïda and Iriba, with police stations and their support camps being the sole United Nations facilities in Guéréda and Bahia. Each of the police posts under construction at the 12 refugee camps will need to be resupplied with essential goods and provided with essential services. The Mission is in the process of setting up and supporting a liaison office in Bangui and a field office in Birao, Central African Republic. Movement control and procurement activities require the establishment of satellite offices in Douala, Cameroon and Benghazi, the Libyan Arab Jamahiriya, from where secured regular convoys will be established to resupply MINURCAT.

68. The Mission's area of operation is a very large, arid, exceedingly remote and landlocked area, posing extreme challenges to deployment of the Mission to 6 main locations and 12 police posts. The security situation and lack of infrastructure in Chad requires the construction, in compliance with minimum operating security

standards, of United Nations bases, co-located with EUFOR, to provide office and accommodation facilities for United Nations personnel. The success of the Mission will depend on its overcoming many challenges, including poor physical infrastructure, difficult supply routes, long lead times for the procurement of goods and services and the criticality of deployment in tandem with EUFOR.

69. In order to meet the challenging deployment timeline and to maximize the use of both United Nations and European Union resources, MINURCAT will benefit from enabling capacities, including water drilling, which EUFOR will bring to the theatre, in particular at locations where the United Nations will be co-located with EUFOR. Support will be provided on a reimbursable basis through a memorandum of understanding between the United Nations and the European Union, including enabling services, such as medical services.

70. The Mission will also institute contractual turn-key arrangements for the capabilities where EUFOR has insufficient capacity and for the establishment of sites where co-location is not required, such as at the police posts, in particular for horizontal and vertical engineering and camp services. The turn-key arrangements will include the construction of the rear logistics base in N'djamena, and the forward logistics base in Abéché, as well as the office and accommodation camps in Iriba, Farchana, Goz Beïda, Guéréda and Bahia. The turn-key arrangements will also include construction of aviation workshops, warehouses and the conduct of water surveys. In terms of camp services, the turn-key arrangements will provide cleaning services, pest control services, ground maintenance services, waste disposal (including hazardous waste), general camp maintenance services, laundry services, fire protection and firefighting services. As a result of the provision of extensive engineering and maintenance services through turn-key arrangements, the engineering staffing requirements of the Mission have been critically evaluated and the budget reflects significant reduction in the staffing establishment of the Engineering Section, from a total staffing of 118 posts in 2007/08, to 56 posts proposed in 2008/09. The remaining Engineering Section staff will be responsible for ensuring that the services are provided in accordance with the requirements of the Mission.

71. Water remains a major challenge facing the Mission; the requirements for well drilling, purification, storage, distribution and conservation will be main determinants in the success of the deployment throughout the Mission area. This need is being met partially by EUFOR, when its capacity permits, and by turn-key arrangements or contractual arrangements when EUFOR capacities are insufficient. Water storage facilities providing 14 days of reserve are being established at all locations to ensure business continuity in the event of short-term interruptions in supply.

72. The lack of infrastructure for surface transportation continues to require a high dependence on aviation assets. Fixed and rotary wing aircraft have been staged at various locations throughout the Mission area to provide for movement of personnel, casualties and medical evacuations and supplies. The Mission's Aviation Safety Unit will conduct risk assessments, inspect equipment, review crew expertise and ensure compliance with safety measures. For short-term and surge requirements, the air assets of neighbouring missions will be utilized on a cost reimbursable basis.

73. The ports of Douala, Cameroon, and Benghazi, the Libyan Arab Jamahiriya will be the main points of entry for surface freight. Port congestion and difficult

overland conditions, in particular during the rainy season, make the challenges of resupply considerable. The Mission will monitor the viability of cross-border resupply arrangements with UNAMID and implement it as soon as possible.

74. Secure and reliable transmission of voice and data continue to be established to ensure operational effectiveness and personnel security. A complex network across the area of operations utilizing satellite, very high frequency and high frequency technologies is providing voice and data connectivity to all sites, linking them with other peacekeeping missions and the United Nations country team. Secure communications have been established with MINURCAT field offices, United Nations Headquarters and EUFOR headquarters.

75. Timely procurement of goods and services for the Mission through commercial sources will also be a priority.

(a) Regional mission cooperation

76. The Mission will work in close cooperation with EUFOR, which would deploy in support of MINURCAT activities. The initial operational capacity of EUFOR was authorized on 15 March 2008, with a view to authorizing full operational capacity by June 2008. The Mission will closely coordinate its deployment throughout eastern Chad and north-eastern Central African Republic with EUFOR deployment since the Mission depends on EUFOR for its security and protection. The EUFOR Commander will provide military advice and support to the Special Representative of the Secretary-General in the decision-making related to implementation of the MINURCAT mandate, in particular with regard to the military aspects of crisis management. The Mission and EUFOR will continue to be co-located to enhance the provision of security by EUFOR for the Mission.

77. The Mission will deploy military liaison officers to be co-located with EUFOR, including two military liaison officers at EUFOR headquarters in Paris. EUFOR will be invited to participate in the Mission's Joint Mission Analysis Cell and Joint Operations Centre. The Mission and EUFOR will exchange information and present a common position to the national authorities and the international community, as possible.

78. Close cooperation will continue with other regional peacekeeping operations. While UNAMID military liaison officers will continue to be co-located with MINURCAT at the forward headquarters in Abéché, the MINURCAT liaison office in Bangui will continue to be co-located with the United Nations Peacebuilding Support Office in the Central African Republic (BONUCA). BONUCA, UNAMID and the United Nations Mission in the Sudan will work closely and exchange information on all issues of common interest. Intermission meetings on cross-border issues will be held on a regular basis to facilitate coordination and exchange of information at the senior level. MINURCAT will also liaise with the Multinational Force of the Central African Economic and Monetary Community, the Community of Sahelo-Saharan States and other relevant subregional organizations. The MINURCAT liaison office in Bangui will be hosted and supported by BONUCA, with whom MINURCAT will exchange information on a regular basis. MINURCAT will participate in senior leadership conferences in the region, as required, together with the senior staff of other peacekeeping missions.

(b) Partnerships, country team coordination and integrated missions

79. In order to address the simultaneous short-, medium- and long-term peacekeeping and peacebuilding needs of the countries in an efficient manner, MINURCAT will pursue a coordinated approach in the implementation of its mandate through complementarity of activities and cooperation with the United Nations country team and with all relevant partners, including the World Bank and the International Monetary Fund. The United Nations country team will participate in the senior management team of MINURCAT both in N'Djamena and Abéché. Strategies and joint programmes will be devised, as possible, to avoid duplication of activities and resources. The Mission will continue to work closely with the European Commission, especially on the implementation of rule of law-related activities, including police, reform of justice, correction and prison systems. Pursuant to its mandate to create the security conditions conducive to a voluntary secure and sustainable return of refugees and internally displaced persons, MINURCAT will continue to work closely with the humanitarian community, including United Nations agencies, funds, programmes and civil society organizations. Humanitarian liaison officers of the Mission will help facilitate coordination with the humanitarian community at the Mission's headquarters, forward headquarters and field offices to ensure a common approach and respect for humanitarian principles. In addition, the United Nations Resident/Humanitarian Coordinator for Chad will be a member of the Mission's senior management team, while retaining, in accordance with the established practice, his/her reporting lines to the Emergency Relief Coordinator and the United Nations Development Programme Administrator. A joint programme of activities will be devised on specific issues; for instance, UNDP, the Judicial Advisory Unit and the Corrections Advisory Unit of MINURCAT will work hand-in-hand to present a common position to the European Commission, as appropriate, bearing in mind its cost-effectiveness. UNICEF will work closely with the human rights component of MINURCAT to promote child protection, and with the MINURCAT police component to ensure that children's needs in refugee camps and internally displaced persons sites are appropriately addressed. Coordination with the United Nations country team in the Central African Republic will be maintained through the MINURCAT liaison office and BONUCA in Bangui. In addition, MINURCAT will serve as the link between EUFOR and the United Nations country team.

2. Vacancy factors

80. The Mission will continue to deploy its personnel during the period from 1 July 2008 to 30 June 2009. The phased deployment schedule for the proposed budget is shown below:

(Number of personnel)

Category	Planned 2007/08	Planned 2008/09				
	Average	30 Sept. 2008	31 Dec. 2008	31 Mar. 2009	30 June. 2009	Average
Military and police personnel						
Military observers	25	50	50	50	50	50
United Nations police	133	300	300	300	300	300
Civilian personnel						
International staff	146	453	475	496	511	470
National staff[a]	150	484	540	572	572	526
United Nations Volunteers	47	115	117	117	117	115
Temporary positions[b]	11	2	2	2	2	2
Government-provided personnel	5	25	25	25	25	25

[a] Includes national Professional Officers and national General Service staff.
[b] Funded under general temporary assistance.

81. In addition, the cost estimates take into account the following vacancy factors:

(Percentage)

Category	Budgeted 2007/08	Projected 2008/09
Military and police personnel		
Military observers	10	20
United Nations police	25	30
Civilian personnel		
International staff	20	30
National staff[a]	20	30
United Nations Volunteers	20	30
Temporary positions[b]	15	10
Government-provided personnel	5	30

[a] Includes national Officers and national General Service staff.
[b] Funded under general temporary assistance.

82. The proposed vacancy rates applied with respect to the 2008/09 financial period reflect past experiences with start-up missions and are attributable to the actual phased deployment pattern for the 2007/08 period and the Mission's challenges in relation to the deployment of its military and police personnel and recruitment of suitable civilian staff.

B. Financial resources

1. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	Apportionment (2007/08) (2)	Cost estimates (2008/09) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Military and police personnel				
Military observers	1 258.1	2 247.0	988.9	78.6
Military contingents	—	—	—	—
United Nations police	5 672.8	11 280.6	5 607.8	98.9
Formed police units	—	—	—	—
Subtotal	**6 930.9**	**13 527.6**	**6 596.7**	**95.2**
Civilian personnel				
International staff	21 503.3	53 793.4	32 290.1	150.2
National staff	1 699.6	5 539.6	3 840.0	225.9
United Nations Volunteers	3 115.8	4 585.3	1 469.5	47.2
General temporary assistance[a]	1 692.8	189.7	(1 503.1)	(88.8)
Subtotal	**28 011.5**	**64 108.0**	**36 096.5**	**128.9**
Operational costs				
Government-provided personnel	322.4	893.4	571.0	177.1
Civilian electoral observers	—	—	—	—
Consultants	—	72.8	72.8	—
Official travel	1 173.7	1 379.2	205.5	17.5
Facilities and infrastructure	47 079.2	142 047.1	94 967.9	201.7
Ground transportation	39 384.6	12 255.9	(27 128.7)	(68.9)
Air transportation	24 712.2	52 790.4	28 078.2	113.6
Naval transportation	—	—	—	—
Communications	16 286.8	6 519.9	(9 766.9)	(60.0)
Information technology	8 768.4	2 555.6	(6 212.8)	(70.9)
Medical	1 200.0	1 305.7	105.7	8.8
Special equipment	—	—	—	—
Other supplies, services and equipment	8 374.3	9 380.1	1 005.8	12.0
Quick-impact projects	200.0	1 000.0	800.0	400.0
Subtotal	**147 501.6**	**230 200.1**	**82 698.5**	**56.1**
Gross requirements	**182 444.0**	**307 835.7**	**125 391.7**	**68.7**
Staff assessment income	2 537.0	6 155.8	3 618.8	142.6
Net requirements	**179 907.0**	**301 679.9**	**121 772.9**	**67.7**
Voluntary contributions in kind (budgeted)	—	—	—	—
Total requirements	**182 444.0**	**307 835.7**	**125 391.7**	**68.7**

[a] Reflects the realignment of the cost of temporary positions funded under general temporary assistance from operational to civilian personnel costs.

2. Non-budgeted contributions

83. The estimated value of non-budgeted contributions for the period from 1 July 2008 to 30 June 2009 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-mission agreement[a]	8 808.3
Voluntary contributions in kind (non-budgeted)	—
Total	**8 808.3**

[a] Preliminary estimated value of buildings and land provided by the Governments of Chad and the Central African Republic.

3. Training

84. The estimated resource requirements for training for the period from 1 July 2008 to 30 June 2009 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	72.8
Official travel	
Official travel, training	596.5
Other supplies, services and equipment	
Training fees, supplies and services	61.0
Total	**730.3**

85. The number of participants planned for the period from 1 July 2008 to 30 June 2009, compared to previous periods, is as follows:

(Number of participants)

	International staff		*National staff*		*Military and police personnel*	
	Planned 2007/08	*Proposed 2008/09*	*Planned 2007/08*	*Proposed 2008/09*	*Planned 2007/08*	*Proposed 2008/09*
Internal	4	78	—	106	—	—
External[a]	118	148	8	18	—	37
Total	**122**	**226**	**8**	**124**	**—**	**37**

[a] Includes United Nations Logistics Base and outside the mission area.

86. The training programme is geared towards the continuous upgrading of leadership, management and organizational development skills, as well as at strengthening the substantive and technical capacity of MINURCAT personnel through 52 courses, with a total of 387 participants. The primary focus of the MINURCAT training programme is to strengthen the substantive and technical capacity of Mission staff in the fields of security, property management, aviation, movement control, communications and information technology, geographic information systems, medical services, procurement, transport, engineering and personnel administration.

4. Quick-impact projects

87. The estimated resource requirements for quick-impact projects for the period from 1 July 2008 to 30 June 2009, compared to previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2007 to 30 June 2008 (approved)	200	10
1 July 2008 to 30 June 2009 (proposed)	1 000	45

88. In line with the Mission's focus on creating the security conditions conducive to a voluntary, secure and sustainable return of refugees, and internally displaced persons, the Mission will undertake and implement projects largely aimed at assisting refugees and internally displaced persons, as well as host communities (particularly vulnerable members of the communities) in the vicinity of the refugee camps and internally displaced persons sites in eastern Chad. Based a on needs assessment conducted by key humanitarian actors, a provision of $1.0 million would cover quick-impact projects focusing on education, health care, water and sanitation, economic and social empowerment and protection of civilians.

89. These projects, aimed at providing new transferable skills to the beneficiaries, will include the renovation of classrooms, schools and clinics; the provision of equipment such as generators, beds and laboratory equipment for health structures; the provision of latrines; assistance to the Ministry of Health of Chad for HIV/AIDS campaigns; creation of low-cost recycling mechanisms for garbage through the provision of plastic bags since discarded refuse is clogging gutters and sewer systems and presents a health hazard; and the provision of support to city sanitation services by starting a "Keep N'Djamena clean for your children" campaign.

90. Regarding economic and social empowerment, markets and/or village halls will be renovated or created and MINURCAT will work closely with non-governmental organizations specialized in microcredit schemes to strengthen the economic base for refugees and for internally displaced persons.

91. In the area of protection of civilians, MINURCAT will work towards improving the security of women and girls and reducing their vulnerability to attacks as they leave the relative safety of their camps in search of firewood for cooking. In this regard, MINURCAT, working closely with United Nations agencies and non-governmental organizations, will identify potential recipients of fuel supplies and cost-efficient stoves. The Mission will also contribute to projects that

provide shelter for battered or indigent women and that support orphanages. In addition, in N'Djamena, MINURCAT will undertake projects to provide reflective vests for the police, with the priority given to traffic police.

92. In view of strengthening the rule of law in eastern Chad and in north-eastern Central African Republic, MINURCAT will implement projects that contribute to the improvement of justice and of prison conditions.

5. Mine detection and mine-clearing services

93. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2008 to 30 June 2009 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Other supplies, services and equipment	
Mine detection and mine-clearing services	2 889.0
Total	**2 889.0**

94. The proposed provision of $2,889,000 for mine detection and mine-clearing services would cover requirements for road/route assessment and verification, explosive ordnance disposal and area clearance, as well as for the acquisition of personal protection equipment, mine detectors and supplies.

III. Analysis of variances[1]

Reference

The present section describes the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g. by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

	Variance	
Military observers	$988.9	78.6%

- **Management: additional inputs and outputs**

95. The main factor contributing to the variance under this heading is the increase in resource requirements for mission subsistence allowance based on the full deployment of military liaison officers during the 2008/09 budget period (50 personnel, compared to an average of 25 personnel budgeted in the 2007/08 period). In addition, the daily subsistence allowance rate for 10 military liaison officers in N'Djamena has been increased from $271 to $292 per person/day for the first 30 days, and from $144 to $154 per person/day after 30 days in the 2008/09 budget period, compared to the 2007/08 period, while the daily subsistence allowance rate for the 30 military liaison officers in eastern Chad has been increased from $136 to $195 per person/day for the first 30 days and from $72 to $109 per person/day after 30 days (on an accommodation-provided basis) in the 2008/09 budget period, compared to the 2007/08 period, reflecting the established mission subsistence allowance rates for Chad effective 1 January 2008.

96. Requirements for mission subsistence allowance reflect a 20 per cent delayed deployment factor.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
United Nations police	$5,607.8	98.9%

- **Management: additional inputs and outputs**

97. The main factors contributing to the variance under this heading are the higher requirements with respect to mission subsistence allowance, based on the projected deployment of the total authorized strength of 300 United Nations police officers during the 2008/09 budget period, compared to their phased deployment during the period from November 2007 to June 2008 (average strength of 133 police officers for the period).

98. In addition, the daily subsistence allowance rate for 47 police officers in N'Djamena has been increased from $271 to $292 per person/day for the first 30 days and from $144 to $154 per person/day after 30 days in the 2008/09 budget period, compared to the 2007/08 period, while the daily subsistence allowance rate for the 247 police officers in eastern Chad has been increased from $136 to $195 per person/day for the first 30 days and from $72 to $109 per person/day after 30 days (on accommodation-provided basis) in the 2008/09 budget period, compared to the 2007/08 period, reflecting the established mission subsistence allowance rates for Chad effective 1 January 2008.

99. Requirements for mission subsistence allowance reflect a 30 per cent delayed deployment factor.

	Variance	
International staff	$32,290.1	150.2%

- **Management: additional inputs and outputs**

100. The main factor contributing to the variance under this heading is the decrease in the 2008/09 budget of the budgeted vacancy rate from 78.0 per cent in the 2007/08 period to 35.6 per cent in the budget period.

101. Provision is made for 510 international staff to be recruited by 30 June 2009, comprising 187 posts in the Professional and above categories (excluding 1 P-5 post, Chief Security Adviser, funded through United Nations country team cost-sharing arrangements) and 323 Field Service posts.

102. The estimate is based on an average of salary costs derived from the actual average expenditure by staff category and grade level in the 2006/07 budget period for peacekeeping operations, while the computation of common staff costs is based on 63 per cent of net salaries for international staff.

	Variance	
National staff	$3,840.0	225.9%

- **Management: additional inputs and outputs**

103. The main factors contributing to the variance under this heading are the increased requirements for salaries based on the projected deployment up to the total proposed staffing establishment of 572 national staff by February 2009, compared to their phased deployment for the eight-month period budgeted for the 2007/08 period, combined with an increase in the projected expenditures, owing to the depreciation of the United States dollar.

104. The increased requirements, compared to the 2007/08 period, are offset in part by the reduction of the proposed staffing establishment by 16 national staff posts, owing to the outsourcing of most engineering construction, renovation and maintenance services, as well as the provision by EUFOR, in areas where MINURCAT is co-located with EUFOR, of airfield design and airport fire-fighting services, offset by the application of a higher delayed recruitment factor of 30 per cent, compared to 20 per cent in the 2007/08 period.

105. Provision is made accordingly for a total proposed staffing establishment of 572 national staff comprising 552 national General Service staff and 20 National Officers.

106. The estimated salary and staff assessment costs are based on the established national staff salary scales (G-4, step 1, and National Officer-B, step 1), while the computation of common staff costs is based on the 30 per cent of the estimated net salaries provisions.

	Variance	
United Nations Volunteers	$1,469.5	47.2%

- **Management: additional inputs and outputs**

107. The main factor contributing to the variance under this heading is the increase in the estimated resource requirements based on the projected deployment up to the total proposed establishment of 117 United Nations Volunteer positions during the 2008/09 period, compared to their phased deployment for the eight-month period budgeted for in the 2007/08 period.

108. The increased requirements, compared to the 2007/08 period, are offset in part by the reduction of the proposed United Nations Volunteer establishment by 27 positions, as a result of the outsourcing of most engineering, construction, renovation and maintenance services and the application of a higher delayed recruitment factor of 30 per cent, compared to 20 per cent in the 2007/08 period.

	Variance	
General temporary assistance	($1,503.1)	(88.8%)

- **Management: reduced inputs and same outputs**

109. The main factor contributing to the variance under this heading is the reduction in the estimated resource requirements, owing to the abolition of the 12 positions for the Tiger Team.

	Variance	
Government-provided personnel	$571.0	177.1%

- **Management: additional inputs and outputs**

110. The main factor contributing to the variance under this heading is the increase in requirements for mission subsistence allowance, based on the projected deployment of the total proposed 25 Government-provided Corrections Officers during the 2008/09 budget period, compared to their phased deployment for the four-month period budgeted for in the 2007/08 period. The requirements for mission subsistence allowance reflect a 30 per cent delayed deployment factor.

	Variance	
Consultants	$72.8	—%

- **Management: additional inputs and outputs**

111. The main factor contributing to the variance under this heading is the provision made for training consultants with respect to the conduct of substantive and technical skills and people management training for MINURCAT personnel in the 2008/09, period which had not been provided for during the start-up phase of the Mission in the 2007/08 budget. Training consultants will be engaged in the following training programmes: communications (Barrett equipment), information technology, people management training, geographic information systems, property management, movement control (air and sea transportation of dangerous goods) and medical services (advanced life support training).

	Variance	
Official travel	$205.5	17.5%

- **Management: additional inputs and outputs**

112. The main factor contributing to the variance under this heading is the increase in requirements with respect to the training of MINURCAT personnel in such areas as security, property management, aviation, movement control, communications and information technology, geographic information systems, medical services, procurement, transport, engineering and personnel administration.

	Variance	
Facilities and infrastructure	$94,967.9	201.7%

- **Management: additional inputs and outputs**

113. The main factors contributing to the variance under this heading are the increased requirements with respect to construction services for seven camps in N'Djamena, Abéché, Bahia, Iriba, Guéréda, Farchana and Goz Beïda, six police stations and 12 police posts and the related acquisition of prefabricated facilities, including 265 additional hardwall modular buildings and 22 kitchen units in order to meet the Mission's operational requirements.

114. The increased resource requirements are also attributable to higher cost estimates for maintenance of the Mission's office and accommodation premises provided through a turn-key arrangement in the 2008/09 period, in view of the projected full deployment of the Mission's personnel, as compared to the phased deployment for the seven-month period budgeted for in the 2007/08 period.

	Variance	
Ground transportation	($27,128.7)	(68.9%)

- **Management: reduced inputs and same outputs**

115. The main factor contributing to the variance under this heading is the decrease in the resource requirements for the acquisition of vehicles owing to the planned acquisition of most of the Mission's vehicle fleet during the 2007/08 period, provision for which was made in the 2007/08 budget.

116. The reduced resource requirements are offset in part by an increase in the estimated fuel consumption from 435,900 litres to 2,094,980 litres in the 2008/09

period, compared to the 2007/08 period, owing to the full deployment of the Mission's fleet of vehicles, combined with an increase in the cost of diesel fuel from $1.10 to $1.50 per litre.

117. During the budget period, the Mission's fleet of vehicles will comprise 380 4x4 vehicles, 34 buses, 33 airfield support vehicles, 5 ambulances, 12 engineering vehicles, 2 rough-terrain container handlers, 33 forklifts and 87 trucks, for a total vehicle fleet of 586 United Nations-owned vehicles.

	Variance	
Air transportation	$28,078.2	113.6%

- **Management: additional inputs and outputs**

118. The main factors contributing to the variance under this heading are the increased requirements for the rental and operation of fixed-wing aircraft and helicopters for respectively 4,391 and 5,176 flight hours in the 2008/09 period, compared to 1,457 and 1,956 flight hours reflecting an average of three-month requirements provided for in the 2007/08 budget. In addition, the variance is attributable to an increase in the estimated fuel consumption from 3.4 million litres budgeted for in the 2007/08 period to 9.1 million litres in the 2008/09 period, combined with the higher cost of aviation fuel ($1.50 per litre in the budget period, compared to $1.30 per litre in the 2007/08 period).

119. The increased requirements are offset in part by the elimination of estimated resource requirements with respect to the acquisition of airfield equipment and supplies, provision for which was made in the 2007/08 budget.

120. During the 2008/09 budget period, the Mission's fleet of aircraft will comprise 12 commercially contracted aircraft (6 fixed-wing passenger aircraft and 6 medium helicopters) to be used for the transportation of Mission personnel, cargo, supply and resupply flights, as well as medical and casualty evacuations.

	Variance	
Communications	($9,766.9)	(60.0%)

- **Management: reduced inputs and same outputs**

121. The main factor contributing to the variance under this heading is the planned acquisition of communications equipment during the 2007/08 period provision for which was made in the 2007/08 budget. The reduced resource requirements are offset in part by increased requirements for communications services budgeted for 12 months, compared to the provisions made for an average of 7 months in the 2007/08 period, combined with higher monthly satellite transponder lease requirements ($54,000 in the 2008/09 period compared to $30,000 budgeted for in the 2007/08 period) and higher monthly Internet services charges ($30,000 in the 2008/09 period compared to $25,000 budgeted for in the 2007/08 period).

122. Provision in the 2008/09 period is made for commercial communications charges, public information services, spare parts for 2,583 high frequency, very high frequency and ultra-high frequency communications equipment, six digital microwave links and 2,251 items of satellite and telephone equipment.

	Variance	
Information technology	($6,212.8)	(70.9%)

- **Management: reduced inputs and same outputs**

123. The main factor contributing to the variance under this heading is the planned acquisition of equipment and software during the 2007/08 period, provision for which was made in the 2007/08 budget, offset by increased requirements for information technology services and licences, fees and rental of software for 12 months for 1,583 desktop and laptop computers in the 2008/09 period, compared to provision for an average period of seven months in the 2007/08 period, as well as for spare parts and supplies based on the projected higher inventory value of information technology equipment as at 30 June 2009.

	Variance	
Medical	$105.7	8.8%

- **Management: additional inputs and outputs**

124. The main factor contributing to the variance under this heading is the increased requirement for medical supplies owing to the full deployment of the Mission's personnel for 12 months in the 2008/09 period, compared to the provision reflecting a phased deployment for an average period of four months in the 2007/08 period, combined with additional requirements for avian flu drugs, for which no provision was made in the 2007/08 period.

125. The increased requirements are offset by the planned acquisition of medical equipment during the 2007/08 period, provision for which was made in the 2007/08 budget.

	Variance	
Other supplies, services and equipment	$1,005.8	12.0%

- **Management: additional inputs and outputs**

126. The main factors contributing to the variance under this heading are the increased requirements for mine detection and mine-clearance services to ensure the safe transit of United Nations vehicles along main supply routes owing to the full deployment of the Mission, combined with a provision for the acquisition of physical fitness equipment and reserve ration packs and bottled water for the Mission's international staff.

127. The increased requirements are offset by the planned acquisition of personal protection gear and operational maps during the 2007/08 period, provision for which was made in the 2007/08 budget.

	Variance	
Quick-impact projects	$800.0	400.0%

- **Management: additional inputs and outputs**

128. The main factor contributing to the variance under this heading is the increase in requirements in the 2008/09 period for the implementation of quick-impact projects. The provision under this heading will enable the Mission to implement quick-impact projects focusing on health, education, water and sanitation, economic empowerment and civilian protection, and will be largely aimed at assisting

refugees and internally displaced persons as well as host communities (in particular, vulnerable members of the communities).

IV. Actions to be taken by the General Assembly

129. **The actions to be taken by the General Assembly in connection with the financing of the Mission are:**

(a) **Appropriation of the amount of $307,835,700 for the maintenance of the Mission for the 12-month period from 1 July 2008 to 30 June 2009;**

(b) **Assessment of the amount of $72,531,151 at a monthly rate of $25,652,975 for the period from 1 July to 24 September 2008;**

(c) **Assessment of the amount of $235,304,549 at the monthly rate of $25,652,975 for the period from 25 September 2008 to 30 June 2009, subject to the decision of the Security Council to extend the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 61/276 and 62/233 and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

(Resolution 61/276)

Decision/request	*Action taken to implement decision/request*
Section II: Budgeting and budget presentation	
When submitting future budget proposals and performance reports, include information on the most significant management decisions relating to the mission's budget and its implementation, including those related to operational costs (para. 2).	Implemented (see section II.A. of the present report).
Budget submissions should reflect management improvements and efficiency gains to be achieved and present future strategies in that regard (para. 4).	Since the Mission is in its start-up phase, no management improvements and efficiency gains have been reflected in the 2008/09 budget. However, efforts have been made to efficiently use resources by drawing from lessons learned throughout the experience and practices of other missions and by utilizing opportunities for cooperation, including with EUFOR and other United Nations regional peacekeeping operations, and through partnerships with the United Nations country team, to achieve efficiencies.

	Management improvements and efficiency gains will be included in the 2009/10 budget proposal.
Take further steps towards improving budget assumptions and forecasts and report thereon to the General Assembly at the second part of its resumed sixty-second session (para. 5).	Implemented (see section II.A. of the present report).
Improve control over obligations due to the significant increase in the cancellation of prior-period obligations (para. 6).	While no prior-period obligations have been recorded owing to the establishment of MINURCAT in September 2007, the Mission is implementing established mechanisms to regularly review obligations.
Section III: Results-based budgeting	
Integrate operational, logistical and financial aspects fully in the planning phase of peacekeeping operations by linking results-based budgeting to the mandate implementation plans of peacekeeping operations (para. 2).	Implemented (see section II.A. of the present report).
Section VII: Staffing, recruitment and vacancy rates	
Make greater use of national staff, as appropriate, commensurate with the requirements of the mission and its mandate (para. 3).	The Mission is continuing its efforts to build national capacity by making greater use of national personnel. In this connection, the proposed 2008/09 budget reflects an increase of 8 National Officer posts.
Ensure that vacant posts are filled expeditiously (para. 4).	The dedicated recruitment and staffing team (Tiger Team) is continuing its efforts to fill vacant positions expeditiously. As at 31 March 2008, the vacancy rate was 64 per cent.
Review the staffing structure of missions on an ongoing basis, bearing in mind, in particular, the mission's mandate and concept of operations, and reflect this in budget proposals, including full justification of any additional posts proposed (para. 5).	Implemented. Notwithstanding the continuing deployment of the Mission, a review of the staffing requirements was carried out. The results are reflected in the Mission's proposed posts requirements (see section I of the present report).
Section IX: Training	
Provide professional development opportunities for national staff and fully include them in all relevant training programmes (para. 2).	The 2008/09 proposed budget for MINURCAT includes provisions for training an estimated 124 national staff (32 per cent of the trainees).

Section XIII: Air operations	
When reviewing their transportation requirements, missions must take into account means that are efficient, cost-effective and responsive to their operational needs and that ensure the safety of their personnel and take fully into account the unique mandate, complexities, specificities and operational conditions of each mission (para. 4).	The provisions for the Mission's fleet of aircraft are based on the existing contracts reflecting current market conditions.
Conduct aviation quality inspections and aviation assessments to confirm that established standards are being fully complied with (para. 6).	The Mission will fully implement the request of the General Assembly once its fleet of aircraft is fully deployed.
Section XVIII: Quick-impact projects	
Quick-impact projects should be implemented with minimal or no overhead charges in order to ensure that the maximum amount is spent for the direct benefit of the local population (para. 5).	Quick-impact projects in MINURCAT will be implemented within existing staff resources.
Funding for quick-impact projects for the third year of a mission and beyond may be requested if there is a requirement for confidence-building activities, in which case a needs assessment should be conducted (para. 6).	Not applicable.
Coordination with humanitarian and development partners should be made in order to avoid duplication and overlap of activities between missions and humanitarian and development partners in the field (para. 7).	In accordance with approved standard operating procedures, MINURCAT will coordinate the identification and implementation of quick-impact projects with the United Nations country team and other partners, as relevant.
Mission budgets allocated for quick-impact projects should not be used to finance humanitarian and development activities already being carried out by United Nations agencies or other international organizations (para. 8).	As per standard operating procedures for implementation of quick-impact projects, such projects will not duplicate work already undertaken by the United Nations country team and other partners.
Section XX: Regional coordination	
Develop and implement regional coordination plans aligned to the objectives of missions, keeping in mind the specific mandate of each mission (para. 2).	Implemented (see section II.A. of the present report).

Section XXI: Partnerships, country team coordination and integrated missions

Provide, in the context of the budget submissions of complex integrated peacekeeping missions, a clear description of the role and responsibility of missions vis-à-vis integrated mission partners as well as the strategies of the missions for enhancing coordination and collaboration with United Nations country teams in order to achieve better results under relevant components (para. 2).	While MINURCAT is not an integrated mission, details on partnerships and country team coordination have been reflected in section II.A. of the present report.

(A/62/233)

Request	*Response*
Include in the 2008/09 budget submission details of the mechanisms that exist at Headquarters and in the field for ensuring coordination and collaboration among all the United Nations actors active in the relevant mission area (para. 8).	Information on the coordination and collaboration among all the United Nations actors active in the relevant Mission area is provided in section II.A. of the present report. At the headquarters level, weekly integrated task force meetings are chaired by the Department of Peacekeeping Operations and include all Department of Peacekeeping Operations partners, as well as the Department of Field Support, Department of Political Affairs, Office for the Coordination of Humanitarian Affairs, UNICEF, UNHCR and UNDP.
Ensure that future budgets contain sufficient information, justification and explanation of the proposed resource requirements relating to the operational costs of the Mission to allow Member States to take well informed decisions (para 12).	Implemented (see Section II of the present report).
Ensure that the budget for the Mission for the period from 1 July 2008 to 30 June 2009 is submitted in full compliance with relevant resolutions of the General Assembly on the preparation of budgets for peacekeeping missions (para. 13).	Implemented.

B. Advisory Committee on Administrative and Budgetary Questions

(A/61/852)

Request/recommendation	*Action taken to implement request/recommendation*
Section III: Results-based budgeting	
The results-based framework should be clearly linked to the mandate of the Mission established by the Security Council and the resources requested. Indicators of achievement should permit measurement of the results achieved. As requested by the General Assembly in its resolution 59/296, they should also reflect, where possible, the mission's contribution to the expected accomplishments and objectives, and not those of Member States (para. 14).	The Mission's planning process is fully interlinked with the results-based budgeting frameworks for both the substantive and support components of the Mission. The frameworks are formulated on the basis of the substantive and support planning assumptions of the Mission.
Section V: Financial Management	
The Committee renews its call for more accurate forecasting of requirements and for stricter control over obligations (para. 27).	The Mission will constantly review its obligations to avoid excessive unliquidated prior-period obligations. In this connection, MINURCAT is implementing established mechanisms to regularly review obligations.
Section VII: Military	
The Committee recommends that greater efforts be made to use realistic assumptions in the preparation of budget estimates for military (para. 30).	The approved strength of MINURCAT includes 50 military liaison officers and 300 United Nations police officers, with no military contingents or formed police units.
The Committee recommends that the amounts obligated for military costs be kept under review to avoid excessive unused obligations (para. 31).	The approved strength of MINURCAT includes 50 military liaison officers and 300 United Nations police officers, with no military contingents or formed police units.
The Committee encourages the Secretary-General to explore ways of reducing the rotation element of military costs in the future. In order to facilitate its consideration of this question in the future, the Committee requests that data on rotation costs be provided in the context of its review of future performance and budget reports (para. 32).	The approved strength of MINURCAT includes 50 military liaison officers and 300 United Nations police officers, with no military contingents or formed police units.
The Committee requests that the adequate provision of good quality rations be borne in mind while concluding the global contract on rations and looks forward to receiving information on this issue in the proposed budgets of peacekeeping operations (para. 34).	The approved strength of MINURCAT includes 50 military liaison officers and 300 United Nations police officers, with no military contingents or formed police units. The quality of ready-to-eat meals provided for the military liaison officers, United Nations police officers and international staff as reserve packs is constantly monitored.

Section VIII: Civilian personnel	
The Committee recommends that missions focus on reducing vacancies before requesting increases in their staffing tables (para. 36).	The Mission has kept its post incumbency under review on an ongoing basis. The MINURCAT 2008/09 budget reflects a net reduction of 74 civilian posts and positions.
Gender balance	
The Committee expects that due attention will be given to maintaining an appropriate gender balance in selections at the senior management level, and to improving the gender balance at all levels (para. 42).	The Mission will continue to make serious efforts to ensure appropriate gender balance among its staff. Recent international staff statistics indicate a 24 per cent to 76 per cent split between female and male international staff. However, the ratio of female to male staff members at the Professional level is 16 per cent. For national staff, there is a 17 per cent to 83 per cent split between female and male staff.
Missions undergoing downsizing	
In missions that are being downsized, the Committee expects that the level of staffing and the related grading structure of posts will be kept under review, especially in the support units (para. 43).	Not applicable.
Greater use of national staff	
When making proposals for an increase of national staff, it is imperative that all missions identify functions that are being taken over by such staff from international staff. This exercise is particularly important in the post-conflict peacebuilding stage (para. 36).	Upon review of staffing requirements during the Mission's start-up phase, the 2008/09 proposed budget reflects no conversion of international posts to national posts.
Section IX: Operational costs	
Training	
While it recognizes the importance of training to enhance the effectiveness of missions, the Committee considers that further steps should be taken to make training programmes more cost-effective and relevant to the needs of each mission. Travel for training should be reduced by emphasizing training of trainers and fully exploring the possibilities for videoconferencing and e-learning (para. 48).	The proposed 2008/09 budget reflects provisions for 8 training programmes (15 per cent of courses) to be held within the Mission area, providing training for an estimated 78 international and 106 national staff.
In view of the increasing role of national staff and the need to build national capacities and provide professional development opportunities for national staff, the Committee considers that national staff should be fully included in relevant training programmes (para. 49).	The Mission's proposed 2008/09 budget reflects provisions for training for 124 national staff (32 per cent of the trainees).

Air operations	
The Committee requests that, in cases of significant increases in expenditure or contractual arrangements for aircraft, complete explanations, including any mitigating actions taken by the mission or by Headquarters, be provided in future budget proposals (para. 51).	The main reason for the increase in requirements for the 2008/09 period is due to provisions made for 12 months, in view of the projected full deployment of the Mission's fleet of aircraft.
Travel	
The Advisory Committee notes with concern that expenditure on travel greatly exceeded budgetary provisions in a number of missions. The Committee recommends that travel requirements be properly budgeted and that travel expenditures be kept within approved provisions (para. 55).	In the 2008/09 budget period, the main factor contributing to the variance for official travel is the increase in requirements with respect to official travel owing to the projected higher number of attendees at conferences, seminars and expert meetings and annual conferences at the United Nations Logistics Base at Brindisi.
Quick-impact projects	
The Committee considers that quick-impact projects can be a valuable tool for strengthening the links of missions with the local population. It is also important to bear in mind that quick-impact projects should be implemented with minimal or no overhead charges so as to ensure that the maximum amount is spent for the direct benefit of the local people (para. 57).	The implementation of quick-impact projects in MINURCAT will be achieved within existing staff resources.
Regional cooperation	
The Advisory Committee welcomes initiatives in regional and inter-mission cooperation, which include activities relating to aviation safety, medical services, air operations, a strategic air operations centre, air medical evacuations and a coastal freighter, and intends to monitor their effectiveness in the context of the budget proposals for the period 2008/09 (para. 69).	Given the continuing deployment of the Mission, the potential scope of cooperation among missions in the region with regard to logistical support will be under review during the 2008/09 budget period. Steps will be taken in this regard and reported on in subsequent fiscal periods.

(A/62/572)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee encourages the Mission to take advantage of the presence of other United Nations entities in the area and expects that the proposed budget for 2008/09 will set out clearly the nature and extent of collaboration with them (para. 9).	Implemented (see section II. A. of the present report).

The Committee welcomes the proactive approach that the Mission is taking in relation to recruitment. In this connection, the Committee is of the view that the prioritization of critical posts is particularly important to the staffing of the Mission and to ensuring its effective functioning in the shortest possible amount of time. The Committee expects that the lessons learned in the implementation of this approach will be reported in the context of the proposed budget for 2008/09 (para. 19).

The specific mandate of the MINURCAT Tiger Team is to develop short lists of initially and technically cleared candidates; to assist programme managers in conducting competency-based interviews and comparative evaluations of short-listed candidates; and to complete the recruitment process on-site in the Mission area. The Tiger Team supports the Chief of Mission Support in exercising delegated recruitment authority up to and including the D-1 level.

The approach of the MINURCAT Tiger Team has been to fill critical vacancies at the senior management level (section chiefs/directors) as a priority. The managers would then assist in the recruitment of the remaining staff of their sections. Another priority is the staffing of specific occupational groups that are crucial for the start-up phase of the Mission, e.g. security, logistics, communications and information technology, aviation, engineering, and transport.

The lessons learned during this particular exercise indicate that programme managers and the leadership of the Mission should be actively engaged in the recruitment and selection process. To this end, the Field Personnel Division of the Department of Field Support has developed and forwarded to the Tiger Team and to MINURCAT leadership two new documents for guidance: on Mission-specific recruitment measures, and on the how-to's of recruitment, which provide key points from the standard operating procedures, and remind all involved in the process of the proper procedures to be followed.

Another lesson learned has been the necessity for a back-up recruitment capacity, in order to continue the recruitment process in the event of an emergency, such as the recent events in N'Djamena, which caused a major disruption in the recruitment and selection activities of the Mission. In the event of an evacuation, recruitment would continue in an area where the United Nations Intranet could be accessed since recruitment systems such as "Nucleus" are accessible through the Internet.

The Advisory Committee notes that in the proposed budget the positions funded under general temporary assistance and established posts are treated in a similar manner in that a delayed deployment factor (15 per cent) has been applied to general temporary assistance for budgetary purposes. Such positions are temporary in nature, as their funding mechanism implies, and their costs are debited to operational requirements. In the view of the Committee, the application of a delayed deployment factor is not appropriate for this type of requirement. As the Committee has asserted in the past (see A/62/540, para. 33), the resource requirements for such positions should have been requested on the basis of the actual number of work-months required for the tasks envisioned. The Committee will comment further on this issue in the context of its general report on peacekeeping operations for 2008/09 (para. 21).	The proposed 2008/09 budget for MINURCAT reflects two general temporary assistance positions for the Conduct and Discipline Unit.
In the view of the Advisory Committee, the structure of the Mission and the final allocation of posts and their grade levels should remain under review as the Mission is deployed. Accordingly, in the paragraphs below, the Committee has made a number of comments and recommendations on post requirements, but has refrained from reviewing the proposal on a post-by-post basis. The Committee expects that the budget for MINURCAT for the period from 1 July 2008 to 30 June 2009 will reflect the experience gained and will include further review, on the basis of actual workload and justification of all staffing proposals, taking into account the recommendations below. In reviewing the structure of the Mission, due attention should be given to the balance of staffing between the Mission's headquarters in N'Djamena, the forward headquarters in Abéché and the field offices, given that the Mission's headquarters was to consist of the Special Representative and a small number of key staff, while the majority of Mission personnel were to be based in eastern Chad (see S/2007/488, paras. 39 and 40) (para. 23).	The Mission continues to be in its start-up phase and recruitment of staff against authorized posts continues. The 2008/09 budget, while reflecting minimal changes in the staffing establishment, includes proposals aimed at increasing National Officers posts, replacing Professional category staff with Field Service staff and transferring staff from the Mission's headquarters in N'Djamena to the forward headquarters in Abéché, as well as consolidating driver posts (national General Service staff) under the Transport Section of the Mission Support Division in order to achieve efficiencies in transportation services through the creation of a pool of drivers.

The Committee notes the potential risk of duplication under component 2, human rights and the rule of law, and requests that a full explanation of its interrelated elements be provided in the proposed budget for MINURCAT for 2008/09 (para. 32).

The rule of law activities of MINURCAT will focus on the training of Chadian police to enhance their capacity to ensure security in the internally displaced persons locations and refugee camps, and to provide support to the Government in terms of its judicial and corrections capacity, in particular in eastern Chad, related to the rule of law requirements and security in the refugee camps and internally displaced persons locations. These activities will be carried out in close coordination with the United Nations country team and other partners (in particular, the European Community) to ensure an integrated and complementary approach and the mutually supportive engagement of all partners.

The human rights component of MINURCAT will focus on monitoring, reporting and investigation of human rights abuses; advocating with the Government to ensure that such abuses are addressed through the legal mechanisms of the country; and working with partners to assist the Government in the development of its capacity for human rights monitoring and education.

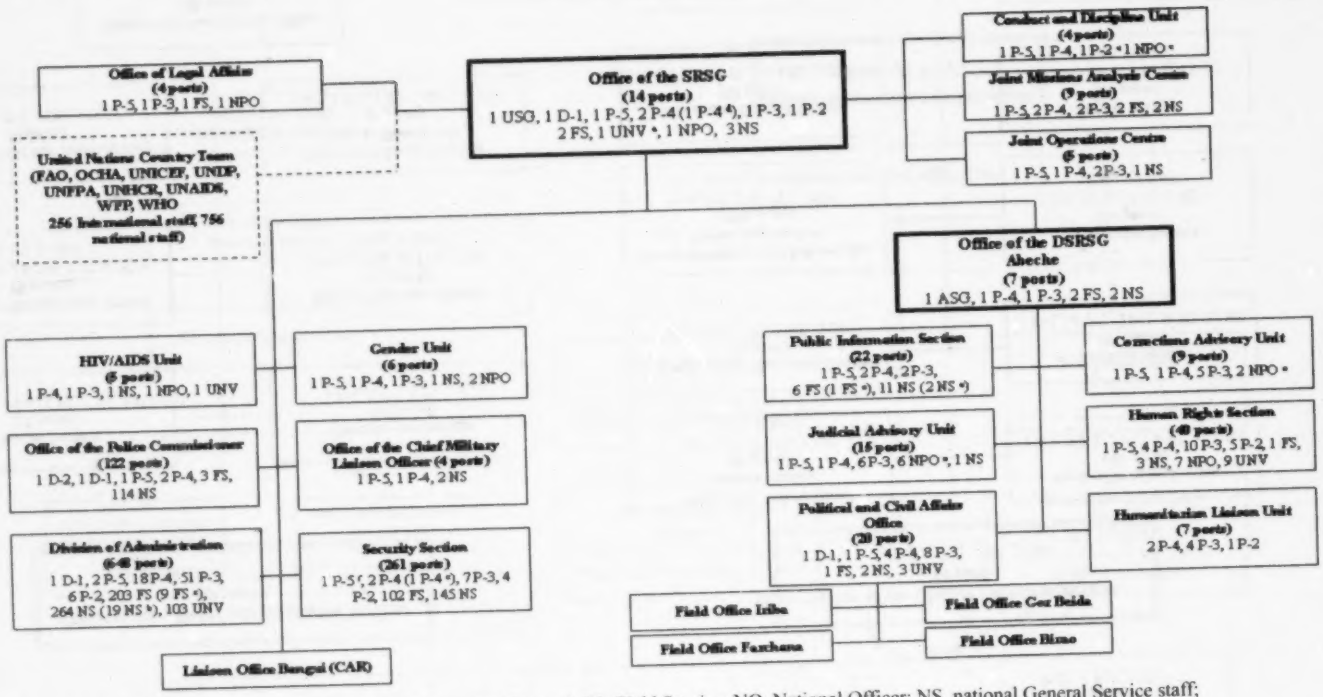
With regard to the MINURCAT mandate related to sexual and gender-based violence, the Mission will develop an action plan aimed at the prevention of and response to sexual and gender-based violence against refugees and internally displaced persons. The Mission will lead and monitor a Mission-wide strategy on how to address sexual and gender-based violence through the analysis of trends reported by the United Nations police officers and human rights officers deployed on the ground and through liaison with the humanitarian actors on the ground to ensure a proper coordination in establishing a complementarity of efforts mission-wide. The Mission will also develop a training curriculum for DIS on gender issues and assist DIS in developing tools for the collection of sex-disaggregated data and data on sexual and gender-based violence in cooperation with UNHCR and the United Nations Population Fund.

	While the Mission's Gender Unit is responsible for a global gender mainstreaming strategy, the Human Rights Section monitors and reports on individual cases of human rights violations affecting women, including sexual and gender-based violence. The Human Rights Section will assist the local authorities in identifying perpetrators of human rights violations affecting women, and in bringing those perpetrators to justice and will recommend to local authorities the course of action to provide victims with access to just and effective remedies and to medical assistance — or, if so needed, will identify local or international partners that might help to provide such assistance. The Section also advises local authorities on corrective measures, including exercising due diligence to prevent, investigate and, in accordance with national legislation, punish acts of violence against women.
The Committee recommends that the Conduct and Discipline Team be staffed using established posts rather than positions. The Committee expects that the Mission will give consideration, in the context of its recruitment strategy and the prioritization of critical posts, as mentioned in paragraph 19 above, to a phased deployment of the Conduct and Discipline Team (para. 34).	The proposed 2008/09 budget reflects two posts (1 P-5, 1 P-4) and two general temporary assistance positions (1 P-2, 1 NO) for the Conduct and Discipline Unit, in conformity with General Assembly resolution 62/233, and pending the decision of the Assembly on the report of the Secretary-General on conduct and discipline (A/62/758).
The Committee recommends that the Secretary-General undertake a rigorous review of the capacity of the Mission to effectively utilize the proposed resources for operational costs. The Committee expects that requests under operational costs in the 2008/09 budget proposal will reflect refinements based on experience gained and further review (para 41).	The Mission is closely monitoring actual expenditures for the 2007/08 period and will report on the actual utilization of resources approved for the 2007/08 period in the context of the performance report. It should be noted that the utilization of approved resources has been affected by recent events in Chad and the evacuation of the Mission's personnel from the country. The 2008/09 budget has been prepared based on the latest and most reliable information available.

Annex

Organization charts

A. Substantive offices


Office of Legal Affairs
(4 posts)
1 P-5, 1 P-3, 1 FS, 1 NPO
United Nations Country Team
(FAO, OCHA, UNICEF, UNDP, UNFPA, UNHCR, UNAIDS, WFP, WHO
256 International staff, 756 national staff)
Office of the SRSG
(14 posts)
1 USG, 1 D-1, 1 P-5, 2 P-4 (1 P-4 d), 1 P-3, 1 P-2
2 FS, 1 UNV a, 1 NPO, 3 NS
Conduct and Discipline Unit
(4 posts)
1 P-5, 1 P-4, 1 P-2 a, 1 NPO a
Joint Mission Analysis Centre
(9 posts)
1 P-5, 2 P-4, 2 P-3, 2 FS, 2 NS
Joint Operations Centre
(6 posts)
1 P-5, 1 P-4, 2 P-3, 1 NS
Office of the DSRSG
Abeche
(7 posts)
1 ASG, 1 P-4, 1 P-3, 2 FS, 2 NS
HIV/AIDS Unit
(6 posts)
1 P-4, 1 P-3, 1 NS, 1 NPO, 1 UNV
Gender Unit
(6 posts)
1 P-5, 1 P-4, 1 P-3, 1 NS, 2 NPO
Office of the Police Commissioner
(122 posts)
1 D-2, 1 D-1, 1 P-5, 2 P-4, 3 FS, 114 NS
Office of the Chief Military Liaison Officer (4 posts)
1 P-5, 1 P-4, 2 NS
Division of Administration
(648 posts)
1 D-1, 2 P-5, 18 P-4, 51 P-3, 6 P-2, 203 FS (9 FS a), 264 NS (19 NS b), 103 UNV
Security Section
(261 posts)
1 P-5 c, 2 P-4 (1 P-4 a), 7 P-3, 4 P-2, 102 FS, 145 NS
Liaison Office Bangui (CAR)
Public Information Section
(22 posts)
1 P-5, 2 P-4, 2 P-3, 6 FS (1 FS a), 11 NS (2 NS a)
Corrections Advisory Unit
(5 posts)
1 P-5, 1 P-4, 5 P-3, 2 NPO a
Judicial Advisory Unit
(15 posts)
1 P-5, 1 P-4, 6 P-3, 6 NPO a, 1 NS
Human Rights Section
(40 posts)
1 P-5, 4 P-4, 10 P-3, 5 P-2, 1 FS, 3 NS, 7 NPO, 9 UNV
Political and Civil Affairs Office
(28 posts)
1 D-1, 1 P-5, 4 P-4, 8 P-3, 1 FS, 2 NS, 3 UNV
Humanitarian Liaison Unit
(7 posts)
2 P-4, 4 P-3, 1 P-2
Field Office Iriba
Field Office Goz Beida
Field Office Farchana
Field Office Biltine

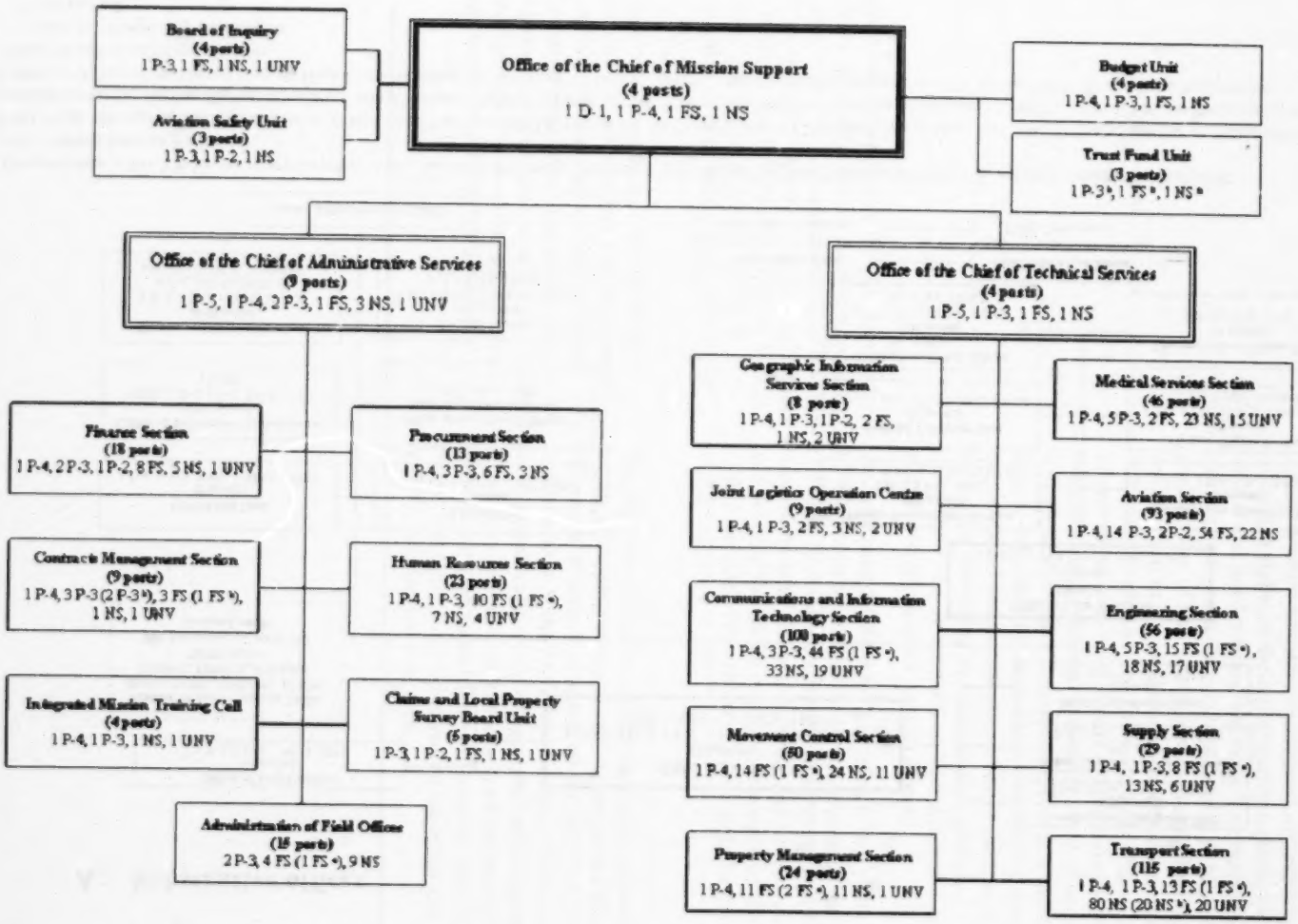
Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NO, National Officer; NS, national General Service staff; UNV, United Nations Volunteers.

FAO, Food and Agriculture Organization of the United Nations; OCHA, Office for the Coordination of Humanitarian Affairs; OHCHR, Office of the United Nations High Commissioner for Human Rights; UNICEF, United Nations Children's Fund; UNDP, United Nations Development Programme; UNFPA, United Nations Population Fund; UNHCR, Office of the United Nations High Commissioner for Refugees; UNAIDS, Joint United Nations Programme on HIV/AIDS; WFP, World Food Programme; WHO, World Health Organization.

[a] General temporary assistance.
[b] Converted.
[c] New.
[d] Redeployed.
[e] Funded through United Nations country team cost-sharing arrangements.
[f] Reclassified.

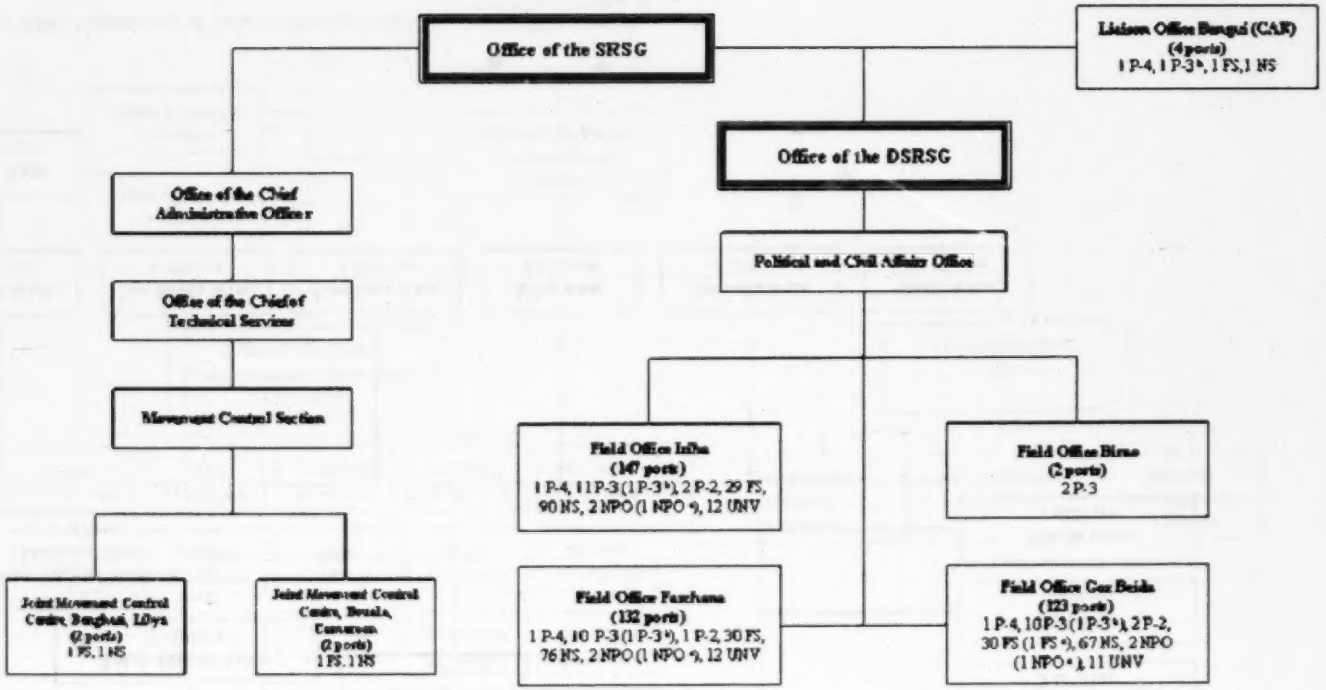
Grand total: 1,202

B. Administrative offices


Board of Inquiry
(4 posts)
1 P-3, 1 FS, 1 NS, 1 UNV
Aviation Safety Unit
(3 posts)
1 P-3, 1 P-2, 1 NS
Office of the Chief of Mission Support
(4 posts)
1 D-1, 1 P-4, 1 FS, 1 NS
Budget Unit
(4 posts)
1 P-4, 1 P-3, 1 FS, 1 NS
Trust Fund Unit
(3 posts)
1 P-3[b], 1 FS[a], 1 NS[a]
Office of the Chief of Administrative Services
(9 posts)
1 P-5, 1 P-4, 2 P-3, 1 FS, 3 NS, 1 UNV
Office of the Chief of Technical Services
(4 posts)
1 P-5, 1 P-3, 1 FS, 1 NS
Finance Section
(18 posts)
1 P-4, 2 P-3, 1 P-2, 8 FS, 5 NS, 1 UNV
Procurement Section
(13 posts)
1 P-4, 3 P-3, 6 FS, 3 NS
Contracts Management Section
(9 posts)
1 P-4, 3 P-3 (2 P-3[b]), 3 FS (1 FS[b]), 1 NS, 1 UNV
Human Resources Section
(23 posts)
1 P-4, 1 P-3, 10 FS (1 FS[b]), 7 NS, 4 UNV
Integrated Mission Training Cell
(4 posts)
1 P-4, 1 P-3, 1 NS, 1 UNV
Claims and Local Property Survey Board Unit
(5 posts)
1 P-3, 1 P-2, 1 FS, 1 NS, 1 UNV
Administration of Field Offices
(15 posts)
2 P-3, 4 FS (1 FS[b]), 9 NS
Geographic Information Services Section
(8 posts)
1 P-4, 1 P-3, 1 P-2, 2 FS, 1 NS, 2 UNV
Joint Logistics Operations Centre
(9 posts)
1 P-4, 1 P-3, 2 FS, 3 NS, 2 UNV
Communications and Information Technology Section
(108 posts)
1 P-4, 3 P-3, 44 FS (1 FS[b]), 33 NS, 19 UNV
Movement Control Section
(50 posts)
1 P-4, 14 FS (1 FS[b]), 24 NS, 11 UNV
Property Management Section
(24 posts)
1 P-4, 11 FS (2 FS[b]), 11 NS, 1 UNV
Medical Services Section
(46 posts)
1 P-4, 5 P-3, 2 FS, 23 NS, 15 UNV
Aviation Section
(93 posts)
1 P-4, 14 P-3, 2 P-2, 54 FS, 22 NS
Engineering Section
(56 posts)
1 P-4, 5 P-3, 15 FS (1 FS[b]), 18 NS, 17 UNV
Supply Section
(29 posts)
1 P-4, 1 P-3, 8 FS (1 FS[b]), 13 NS, 6 UNV
Transport Section
(115 posts)
1 P-4, 1 P-3, 13 FS (1 FS[b]), 80 NS (20 NS[b]), 20 UNV

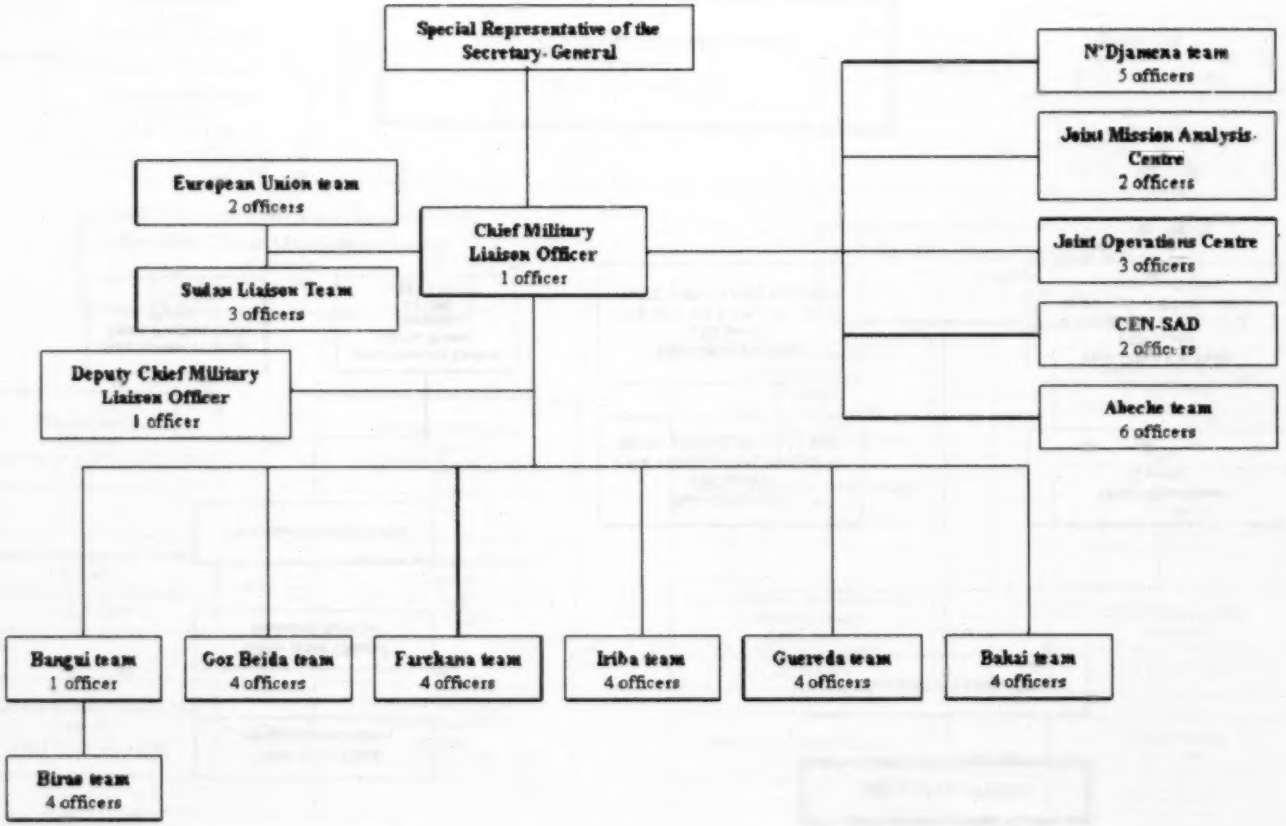
[a] Redeployed.
[b] New.

C. Liaison, field and satellite offices


Office of the SRSG
Liaison Office Bangui (CAR)
(4 posts)
1 P-4, 1 P-3[b], 1 FS, 1 NS
Office of the DSRSG
Office of the Chief Administrative Officer
Political and Civil Affairs Office
Office of the Chief of Technical Services
Movement Control Section
Field Office Ituri
(147 posts)
1 P-4, 11 P-3 (1 P-3[b]), 2 P-2, 29 FS, 90 NS, 2 NPO (1 NPO [c]), 12 UNV
Field Office Birao
(2 posts)
2 P-3
Joint Movement Control Centre, Bangassi, Libya
(2 posts)
1 FS, 1 NS
Joint Movement Control Centre, Douala, Cameroon
(2 posts)
1 FS, 1 NS
Field Office Paoua
(132 posts)
1 P-4, 10 P-3 (1 P-3[a]), 1 P-2, 30 FS, 76 NS, 2 NPO (1 NPO [c]), 12 UNV
Field Office Goz Beida
(123 posts)
1 P-4, 10 P-3 (1 P-3[a]), 2 P-2, 30 FS (1 FS [c]), 67 NS, 2 NPO (1 NPO [a]), 11 UNV

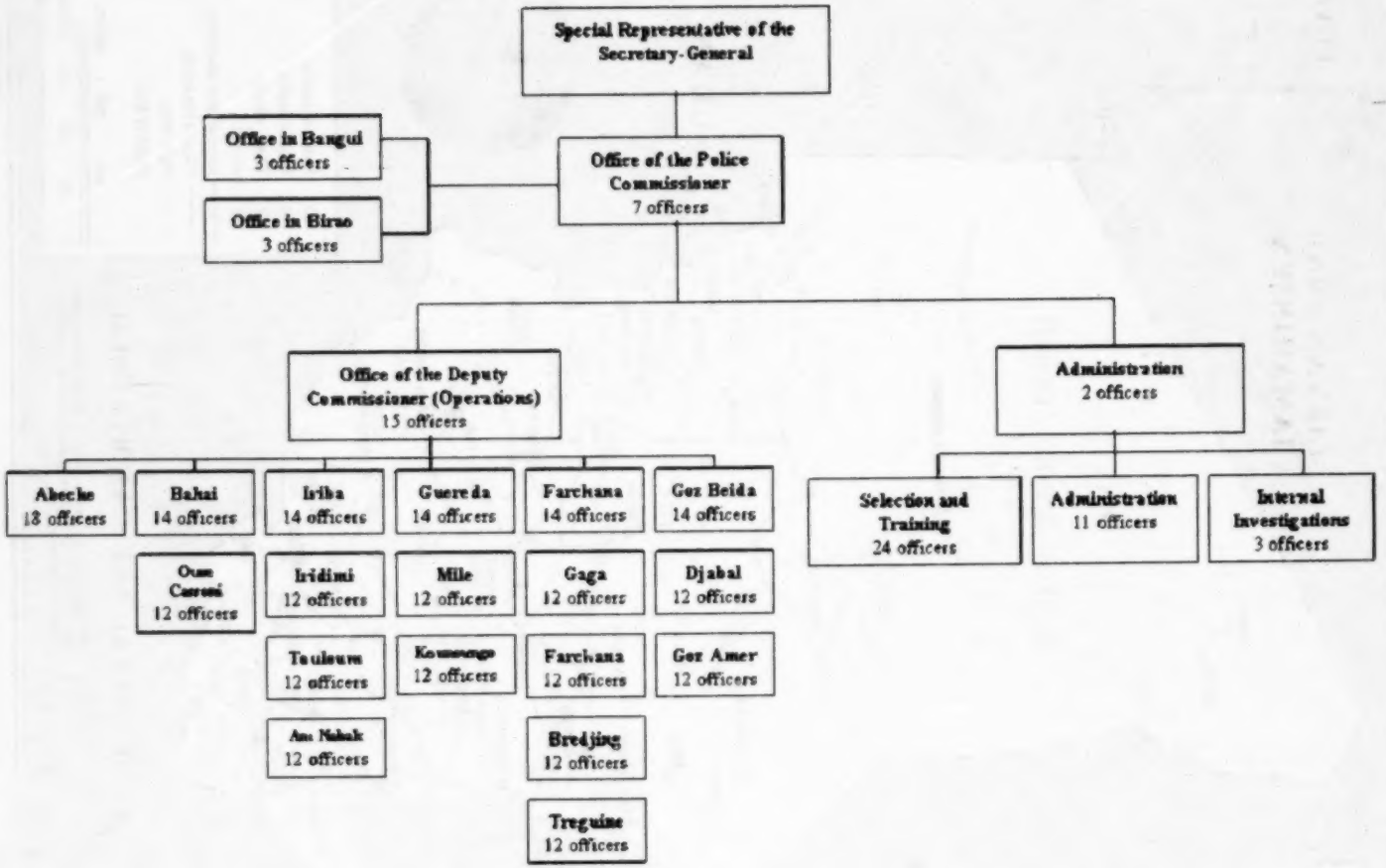
[a] Redeployed.
[b] New.
[c] Reclassified.

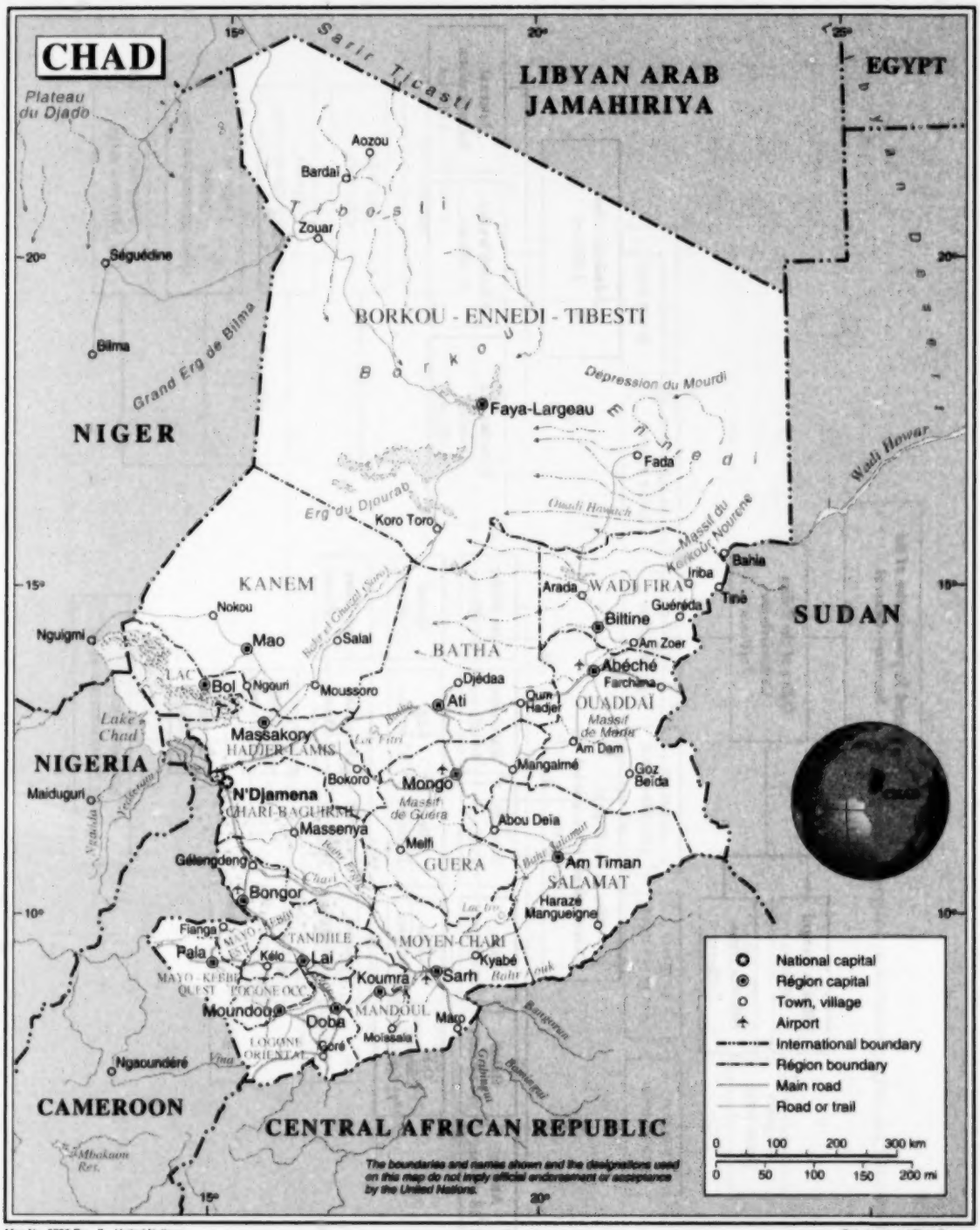
D. Military liaison group



Abbreviation: CEN-SAD, Community of Sahelo-Saharan States.

E. United Nations Police





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